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**Progress in implementation of the strategies for partnerships with the private
sector and civil society organizations**

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Background

1. The Partnerships and South–South Cooperation Division (DPS) is responsible for implementing FAO Strategies for partnerships with the private sector and civil society organizations (the Strategies) approved by the FAO Council in its 146th session, held in 2013.¹
2. The Strategies promote effective and efficient cooperation with non-state entities, such as civil society organizations, the private sector, cooperatives, producer organizations, academic and research institutions and other related institutions such as parliaments. They provide FAO’s working mechanisms for developing partnerships between the Organization and non-state actors. The Strategies provide a set of tools that aim to guide FAO staff in establishing effective partnerships that support the Organization's Strategic Objectives (SOs).
3. This report will address cross-cutting institutional aspects relating to implementation of the Strategies, considering pertinent and priority aspects raised in the 2018-2019 FAO Programme of Work and Budget.
4. The Report on programme implementation in 2016-17² reveals a firming up of FAO's working approach with non-state actors. Several partners actively participated in FAO initiatives related to the SDGs and sustainable food and agriculture at global, regional and national levels.
5. In the first year of the 2018-19 biennium, FAO established strategic partnerships with non-state actors to mobilize high level data, technical tool, financial resource, technology and promotion capacities that have an impact on SDGs by contributing directly to strategic programmes and initiatives in the field.
6. FAO supports Member States’ initiatives in achieving the SDGs by implementing partnerships that contribute to creating the conditions for partners in the private sector, civil society, including producers’ cooperatives and organizations, and academia to support SDG-related processes.

I. Progress and achievements in strategy implementation

7. The Medium Term Plan (MTP) confirms that one of FAO’s basic functions is to “*Facilitate partnerships for food security and nutrition, agriculture and rural development, between governments, development partners, civil society and the private sector*”, recognizing that FAO has a broad mandate that includes major development challenges, which must be approached from a holistic perspective³.
8. In general, the implementation of the Strategies is consolidated in FAO’s working approach at central and decentralized level and is based on the following pillars: i) increasing and creating technical capacities; ii) promoting dialogue on public policies (multi-stakeholder mechanisms) and iii) mobilizing resources (financial and non-financial partnerships). The DPS’s work involves providing institutional guidance, strategic analysis and liaising between the partners and FAO.
9. With regard to partnerships, promotion and capacity-building, the 2018-2019 Draft Programme of Work and Budget (PWB)⁴ identified the following priorities for the partnership function:
 - a) strengthening the implementation of partnership strategies in line with SDG 17, and revitalizing the Global Partnership for Sustainable Development by FAO staff at regional and national levels;
 - b) greater use of capacity development approaches in the Strategic Programmes (SPs).
10. In 2018, efforts focused on deepening and increasing the scope of existing partnerships, increasing contributions expected from associations within Strategic Programmes at headquarters (SPs) to achieve the 2030 Agenda.

1 CL 146/REP

² C 2019/8

³ C 2017/30. Paragraph 11.f.

⁴ C 2017/3. P. 307

11. During the 2018-19 biennium, the Strategies are bolstering the FAO results framework that supports Member States *with guidance contributing to achievement of the SDGs*, through the following activities:

- a) Promoting the adoption of standards by the private sector in the area of responsible investment in agriculture, including small- and medium-size enterprises (SMEs), promoting private sector technical capacity transfer to increase the capacities of countries and organizations in matters of food safety and quality, decreasing food loss and waste and providing financial services to farmers.
- b) Increasing the capacity of civil society organizations in the understanding, use and implementation of FAO's voluntary regulatory frameworks⁵ to enable them to meaningfully participate in land tenure policy processes in local contexts.
- c) Supporting FAO's and consumer organizations' better understanding of their role in promoting change towards sustainability in the agricultural systems.
- d) Strengthening the capacities of Parliaments to achieve changes in legal frameworks and public policies that facilitate the achievement of Zero Hunger (SDG 2).
- e) Developing tools and related approaches to help producer organizations (POs) and Government agencies to promote the inclusion of POs.
- f) Facilitating exchange of knowledge on nutrition and food security within university networks.

12. FAO has continued to strengthen the technical capacities of its decentralized offices to identify partnerships at country level in support of regional initiatives. Each office has a partnership unit that draws up a workplan for the biennium. Since the approval of the SDGs, agreements⁶ support one or more of the sustainable development goals. As a precondition for completing the signing process, FAO and its partners must identify the reference SDGs to which the association is contributing. Agreements concluded without identifying new areas of work, as well as those where problems of coordination with partner institutions arose and therefore performance was lower than expected, are excluded from the renewal process. Monitoring of partnerships conducted in 2018 indicates that 98 per cent of agreements met expectations and were recommended for renewal and expansion.

13. In the last five years, FAO staff have received more training in partnership issues. More than 1500 staff from headquarters and decentralized offices have signed up for training courses. However, training activities remain a priority area, given staff mobility.

14. In 2018, 30 new agreements were signed and 14 were renewed with non-state actors.

15. FAO has 139 active partnerships, of which 29% are with private sector entities, 27% with civil society organizations (CSOs) and cooperatives, and 44% are agreements with academic and research institutions. In the last five years, specific activities have been implemented through partnership agreements in more than 135 countries, in all regions and with emphasis in developing countries.

16. FAO strengthened appropriate mechanisms for identifying and managing risks⁷ that could undermine its intergovernmental nature, independence and impartiality, such as: conflicts of interest; undue influence on setting standards; and partial advantages obtained by private sector organizations. In this regard, the only proposals for partnerships approved are those with the Organization's potential partners whose actors respect the relevant international instruments⁸ and therefore do not represent risks for FAO.

⁵ Voluntary Guidelines on the Responsible Governance of Tenure (VGGT) of Land, Fisheries and Forests in the Context of National Food Security; Voluntary Guidelines to support the progressive realization of the on right to adequate food in the context of national food security (VGRF); The Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication (SSFSG).

⁶ Partnership agreements in their various forms constitute legally binding instruments that enable FAO and its partners to agree on a work plan, generally lasting three years, which contains specific activities in support of the CPFs and SDGs.

⁷ See chapter VI. *FAO risk management of the Strategy* <http://www.fao.org/3/a-i3444s.pdf>

⁸The assessment takes into account the United Nations Guiding Principles on Business, and considers issues related to specific rights, declarations and conventions: Human Rights; Labour Rights; Environmental Rights; International Labour Organization Declaration on Fundamental Principles and Rights at Work; Rio Declaration on Environment and the United Nations Convention against Corruption. This review also includes checks on non-state actors' recognition of the standards and principles that are part of FAO instruments, such as the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGT) and the Principles for Responsible Investment in Agriculture and Food Systems (CFS-RAI).

17. On average, DPS receives some 350 formal applications to conduct risk analyses annually from headquarters and decentralized offices. It approves an average of 70 per cent of applications received through various forms of joint work, providing specific guidance in each case.

18. In the context of the SDGs, multi-stakeholder processes have become an increasingly important mechanism, given their added value in tackling common challenges and coordinated actions, particularly when addressing systemic issues (trade and finance, and agrifood systems, among others) related to SDG 17. Later sections of this Report will detail specific actions carried out in each sector.

19. Some 25 platforms are hosted at FAO with the participation of member countries, covering a wide range of topics such as soils, mountains, climate-smart agriculture, sustainable livestock aspects and so on.

20. As indicated in document CL 160/16, several adjustments are proposed in the structure of DDP. These include the creation of a stand-alone Office of South-South and Triangular Cooperation, which is proposed to report directly to what is now the ADG-TC (the name of the Department is also proposed to change to Department of Programme Support). This arrangement appears appropriate in light of these changes, the expected filling of the currently vacant ADG-TC post and the expected growth in South-South and Triangular Cooperation, outlined above.

FAO partnerships with the private sector in 2018

21. Over the last year, implementation of the strategy with the private sector focused on:

- a) establishing partnerships with private companies at global, regional and local levels to support projects and initiatives at country level identified in the Agenda 2030.
- b) strengthening of small and medium-sized enterprises at country level, with a particular focus on promoting more inclusive agrifood systems, access to markets and financial instruments.
- c) promoting compliance with the CFS-RAI principles and their implementation in value chains.
- d) encouraging at global and regional level, participation of the private sector in policy dialogues, particularly in the fields of nutrition, food systems and international standard-setting.

22. In 2018, FAO established new agreements with companies such as AI-Sulaiteen Agricultural Research, Studies and Training Centre (SARSTC), ENI, Telefónica, Pasona Group, TE-FOOD, NIBULON, Khalifa International Award's Board of Trustees and Latin American Federation of Supply Markets (FLAMA), among others. Existing agreements that had proven to provide an effective contribution to the organization were also renewed with such entities as Mars, Rabobank and the European Committee of Associations of Manufacturers of Agricultural Machinery (CEMA). FAO has also begun to explore potential strategic partnerships with organizations such as: DANONE, ENEL, GAIN, Ikea Foundation, Third Way of Africa, Livelihood Fund, Orange and so on.

23. The contributions of partners such as the Rockefeller Foundation and Messe Düsseldorf have also been important for exchanging technical know-how and building capacity during the current year with a view to building capacities and sharing good practice in post-harvest loss reduction and food waste in Kenya, India, Zimbabwe, Zambia and Tanzania.

24. FAO and the OECD developed an initiative to implement the OECD-FAO Guidance⁹ for Responsible Agricultural Supply Chains with the participation of 30 leading agricultural investment companies. The aim of the project is to enable companies to promote responsible investment within voluntary frameworks approved by the Committee on World Food Security, such as the VGGT and Principles for Responsible Investment in Agriculture and Food Systems (CFS-RAI Principles). Businesses such as the Exporters Club of Spain, Mars and entities such as the World Business Council on Sustainable Development (WBCSD) have begun a process that seeks to encourage companies to adopt responsible investment principles in their business models.

⁹ The OECD guidelines for multinational Enterprises adopted for the first time in 1976 and the Principles for Responsible Investment in Agriculture and Food Systems of the Committee on World Food Security (CFS) approved by governments and representatives of the private sector and civil society in 2014 are prominent international instruments for responsible business conduct. Based on these instruments, the OECD-FAO Guidance for Responsible Agricultural Supply Chains was drawn up with the support of a multi-stakeholder group including governments, companies, workers and civil society. It provides a practical tool to help companies meet these and other standards of responsible business conduct.

25. In October 2018, as a result of a partnership between FAO and Grow Asia, the Regional Guidelines for responsible agricultural investment were approved by ASEAN Council of Ministers on Agriculture and Forestry (AMAF).

26. FAO and the Sam Moyo African Institute for Agrarian Studies (SMAIAS) organized a working meeting on contract agriculture and other inclusive business models, which took place in Zimbabwe. This event called for the participation of representatives from academia, farmers' organizations, civil society organizations and private sector companies at national and multinational level from Africa, Europe and Latin America, to discuss contract agriculture schemes and inclusive business models (IBM) addressing problems in company–farmer relations and the implications of contract farming for food security.

27. Regarding food waste reduction, Unilever continued implementing pilot training initiatives in Argentina to promote good practices. Telefónica is developing tools for data analysis in the farming sector in four Latin American countries in order to promote access to new digital technologies. FAO and Fertitecnica Colfiorito are generating synergies to facilitate access of family farming products to markets. The partnership results will be described in greater detail in the case study section.

28. Recently, FAO contributed to the implementation of dialogue in Armenia and Georgia between the local public and private sector with the participation of small and medium-sized producers, processors and other key actors to address problems faced and specific challenges of the dairy sector value chain with a view to helping adopt public policy solutions and fostering an environment favourable to investment.

29. In Africa, work is also being done in partnership with the African Union Commission and the New Partnership for Africa's Development (AUC/NEPAD) and the Comprehensive Africa Agriculture Development Programme (CAADP) and the Alliance for a Green Revolution in Africa (AGRA) to implement actions promoting responsible investment by the private sector aimed at improving food systems and increasing the contribution to the SDGs. Pilot initiatives are being implemented in Ghana and Kenya. FAO has embarked on a similar initiative in Latin America and the Caribbean that has opened dialogues in nine countries.

FAO partnerships with civil society, cooperatives and producer organizations in 2018

30. Work with civil society organizations and producer organizations (POs) is carried out using a two-pronged approach, in which CSOs/POs and their broad networks simultaneously: (i) facilitate the dissemination and communication of FAO's key messages, helping to raise awareness on the importance of the fight against hunger; and (ii) promote and contribute to the dissemination of FAO's technical knowledge thanks to their proximity to poor populations and growing presence in the field, and at the same time the organizations provide FAO with traditional knowledge and skills in various areas.

31. The following areas of interest are identified in work with CSOs: i) support for implementing FAO voluntary regulatory frameworks such as the Voluntary Guidelines on the Responsible Governance of Tenure (VGGT) of Land, Voluntary Guidelines to Support the Progressive Realization of the Right to Adequate Food in the Context of National Food Security (IGWG) and Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication (SFF); ii) exchange of knowledge in agroecology and family farming, and iii) joint use of inputs in emergency situations.

32. In 2018, agreements were established with some key CSOs, for example: *World Global Forum and International Plan*. These are also based on mutual advantages and the possible extension of existing partnerships. FAO also begun to explore potential strategic partnerships with organizations such as: *Network of Farmers Organizations and Agricultural Producers of West Africa (ROPPA)*, *Pan-African Farmers Organization (PAFO)* and the *World Farmers Organization*, among others.

33. FAO, together with IFAD and countries sponsoring the declaration of the ***United Nations Decade of Family Farming (2019-2028)*** (Costa Rica, Angola, Dominican Republic, Egypt, Ethiopia, France, Indonesia, Italy, Mexico, Philippines, Spain, Thailand and Uruguay), began the process of preparing the Decade by implementing an inclusive, continuous and collaborative process with the CSOs with a view to drawing up an Action Plan. During the seventy-third Session of the United Nations General Assembly, FAO, Costa Rica and IFAD organized a High Level Ministerial Meeting (27 September 2018). This emphasized that the Decade will help focus worldwide efforts to eradicate hunger and malnutrition.

34. Implementation of the Strategy this year has focused on the role of consumer organizations and their contribution to promoting healthy food production and in turn establishing more integrated forms of

agrifood chain. The implementation of agreements with Consumers International and Urgenci that are supporting specific activities in the Strategic Programmes, specifically SP1 and SP3, has been crucial in this context.

35. With regard to the exchange of technical know-how and capacity-building, activities have focused on implementing a new training framework for CSOs that combines the principles of VGGT and SFF in partnership with IPC member organizations¹⁰. These initiatives have been carried out in Argentina, Brazil, Honduras, Peru, Sri Lanka, Tanzania, Uganda and South Africa. This year also saw the start of a methodological review to adapt the knowledge framework to the needs of herding communities.

36. In the last three years, this work has been carried out in more than 20 countries¹¹, allowing organizations to acquire the necessary technical knowledge to participate in public policy discussions in local contexts. Regional workshops also took place in 2017 in Asia, Africa, Latin America and Europe with a view to encouraging an exchange of experiences between organizations, expanding the potential for disseminating lessons learned in similar contexts.

37. In the area of cooperatives and producer organizations, FAO is implementing a project entitled “Bringing Organizations and Network Development to Higher Levels in the Farming Sector in Europe” (Bond Project) to strengthen the capacities of organizations concerning management and structure and identify public-private interaction mechanisms in Europe.

38. Member States often ask FAO for technical support to improve their public policy creation and organization management capacities as well as the capacities of producer organizations. Specific capacity-building activities for both sectors are being implemented in Lebanon, Sudan and Oman, helping to create favourable environments for the development of small farmers.

39. Through the World Association of Community Radio Broadcasters (AMARC), FAO is also supporting specific media campaigns for development in Tunisia, Haiti, Nepal and Zimbabwe to promote awareness of public policies on family farming. Slow Food has also played a key role in establishing a participatory labelling scheme for mountain products in Georgia and Cuba.

40. As far as *resource mobilization* is concerned, the strategy served as an institutional framework for facilitating FAO’s participation in the Standby Partnership (SBP) network¹². Various non-governmental organizations in the SPB network such as the Norwegian Refugee Council (NRC / NORCAP), Canadian Civilian Response Corps (CANADEM), iMMAP, Danish Refugee Council (DRC) and Australia Network have contributed human resources and qualified staff to strengthen FAO’s operations in an emergency. Through agreements in place with SBP, in 2017, FAO received an estimated contribution in-kind of USD 3.1 million, which reinforced country teams in response to numerous high-profile emergencies in places such as Nigeria, Somalia, the Democratic Republic of the Congo, Iraq, Syria and Yemen.

41. Work done to increase the knowledge and technical tools of CSOs in land tenure has allowed organizations to participate in multi-stakeholder platforms in Guinea, Mali, Mauritania, Mongolia, Niger and Sierra Leone. These actions have also allowed producer organizations to help set up legal frameworks in Mali (Agricultural Land Law - Loi sur le Foncier Agricole - LFA) and Mongolia (draft pastureland law). In Colombia, producer organizations are participating in mechanisms to follow up the Plan for Comprehensive Rural Reform, in which land tenure issues play a central role.

42. Through the Forest and Farm Facility (FFF), FAO has entered into partnerships with local, national and regional producer organizations to promote policy dialogues on sustainable forest and farm management in Bolivia, Guatemala, Liberia, Kenya, Myanmar, Nepal, Nicaragua, Gambia, Vietnam and Zambia. In the last five years, the facility has catalysed 51 governmental processes and has helped governments, civil society organizations and farmers’ organizations to contribute 51 specific policies.

¹⁰The International Planning Committee for Food Sovereignty (IPC) is a global platform bringing together more than 800 rural workers’ associations and social movements related to farming and food issues.

¹¹Africa: Côte d’Ivoire, Guinea, Kenya, Liberia, Malawi, Mali, Mauritania, Niger, Senegal, Sierra Leone, South Africa, Uganda and Tanzania; Asia and the Pacific: Philippines, Indonesia, Mongolia, Myanmar and Nepal; Europe and Central Asia: Kyrgyzstan; Latin America and the Caribbean: Colombia and Guatemala.

¹² It is a worldwide network of UN agencies and associated entities that work together to strengthen humanitarian action in emergencies and crises. To achieve this end, the main function of this mechanism is the short-term assignment of temporary staff (usually between 3 and 6 months) from partner organizations to UN agencies, including FAO, to support emergency preparedness and response operations.

43. In the last two years, FAO has promoted the exchange of technical know-how between farmers, based on Campesino-to-Campesino methodology. Specific activities have been carried out in Asia, Africa and Latin America in the following areas: family farming, right to food, water recovery capacity and management, rural finance, forest management, promotion of gender balance, cooperative management, agroecology, generation of civil society platforms and indigenous people, among other things.

44. To promote continuity and expand the mutual benefits of partnerships with CSOs and POs, FAO established in 2018 new agreements, such as the World Rural Forum and International Plan, among others. Furthermore, agreements with the Union des Producteurs Agricoles (Quebec) - Développement International - UPA / DI, Action Aid International and Agricoord, among others were renewed. Potential strategic collaborations are being reviewed with organizations such as: the Network of Farmers' and Agricultural Producers' Organizations of West Africa (ROPPA), Pan African Farmers Organization, the Confederazione Nazionale Coltivatori Diretti (COLDIRETTI), and the World Farmers Organization, among others.

FAO partnerships with academic and research institutions

45. Regarding its relationship with academic and research institutions (ARIs), FAO facilitates knowledge and experience exchanges, improves postgraduate curricula and programmes and disseminates information on key issues relating to climate change, nutrition, sustainable management of natural resources, agricultural innovation and rural development. These, in turn, are linked to cross-cutting issues such as gender, family farming, responsible agricultural investments and land tenure at national, regional and global levels.

46. In 2018, work has been strengthened in all regions on partnerships with national parliaments and academia to support capacity-building in policymaking and knowledge generation.

47. FAO facilitated exchanges between the Right to Food Observatory for Latin America and the Caribbean (RFO-LAC), a network of universities made up of more than 60 academic institutions from 17 countries, to provide technical advice on the drafting of bills to the Latin American Parliamentary Alliance and the Latin American Parliament (PARLATINO). FAO has also done very relevant work in supporting the promotion of dialogues between the Ugandan Parliament and the network of African Universities (RUFORUM) and the Mississippi State University's participation in the US Congress concerning activities on the progressive management of biosecurity in aquaculture.

48. Knowledge and innovations are fundamental for achieving the SDGs. During the current year, alliances with academic establishments have addressed challenges related to sustainable development in specific topics, such as:

- a) Climate change: in Kenya, the Texas A&M University is cooperating in the implementation of predictive livestock early warning systems.
- b) Food loss and waste: with the Roma Tre University a training module on the management of food waste and loss was included in their study curriculum.
- c) Promoting sustainable livelihoods: the Sam Moyo African Institute of Agrarian Studies has cooperated in the organization of a symposium on contract agriculture.
- d) Healthy diets: the University of Wageningen is contributing to the development of methodologies for sustainable food guides.
- e) Land tenure: specific actions have been implemented with the Madrid Polytechnic University (UPM) to introduce the CFS-RAI principles and the VGGT in undergraduate and postgraduate curricula of 14 universities in six countries (Argentina, Colombia, Ecuador, Mexico, Peru and Spain).

49. In 2018, FAO expanded its partnerships to include 13 new partners¹³, while strengthening its partnerships with existing partners¹⁴ to achieve food security and the Sustainable Development Goals.

¹³ Lisbon University, Chang Mai University, Soka University, Instituto Superior de Salud y Protección Ambiental, World Fisheries Centre, LUISS University, Natural Resources Institute Finland, Institute of International and Development Studies, Indian Agricultural Research Institute and the World Maritime University. International Centre for Tropical Agriculture, Institut de Recherche pour le Développement and Institut National de la Recherche Agronomique.

¹⁴ University of Kyoto, Agreenium, Cirad, Michigan State University, Centre for Agricultural Engineering and Management, National Agency for New Technologies, Energy and Sustainable Economic Development and National Research Council. FAO is

Parliamentary Alliances for Food Security and Nutrition:

50. In recent years, FAO has facilitated the establishment of 37 parliamentary alliances covering the regions of Africa, Latin America and the Caribbean, Asia and Europe. In 2018, new nationwide partnerships were established in the Philippines, Congo and Spain. FAO continued its partnership with the Pan-African Parliament by delivering various training courses on food security and nutrition.

51. In Madrid, the first Global Parliamentary Summit against Hunger and Malnutrition (October 2018) was held to strengthen efforts to make SDG 2 a reality. The conference was organized by FAO, the Spanish Senate and the Spanish Agency for International Development Cooperation (AECID). The European Commission and the International Fund for Agricultural Development (IFAD) also provided support. The World Food Programme (WFP), Front Against Hunger of Latin America and the Caribbean, the Pan-African Parliament of the Global Interparliamentary Union and more than 82 countries in Asia, Africa, Europe and Latin America and the Caribbean also participated.

52. The Final Declaration of the Madrid Parliamentary Summit concluded with a call to the parliaments of the world to redouble efforts to achieve Zero Hunger by adopting legislation that ensures a healthy balanced diet to combat overweight and obesity and supporting family farming and sustainable production, among other recommendations.

II. Strategy implementation challenges and road map

Strategy implementation challenges

53. At institutional level, challenges arose relating to FAO staff turnover and rotation, which made it necessary to maintain ongoing training on FAO's working method in partnerships and strategy implementation.

54. The challenge to reinforce FAO's country offices at local level to incorporate activities with non-state actors, especially small and medium-size enterprises, in CPFs given their level of involvement depends on national contexts and government approaches to working with civil society and the private sector, continues to be pursued.

55. In the risk management area, it is necessary to strengthen existing mechanisms to manage the possible implementation of new schemes to provide financial contributions from the private sector to FAO programmes on international standard-setting..

Road map in partnerships.

56. Adoption of the SDGs marks a turning point in the global development approach. Stakeholders, including farmers, large and medium-sized enterprises, microenterprises, governments, civil society organizations, the academic world and others must encourage a collective effort to achieve transformative change. FAO will continue to consolidate work in the formulation of strategic partnerships with a view to contributing to the achievement of sustainable development agenda goals.

57. The following three lines of work will be promoted in the medium and long-term:

- a) Encouraging the private sector to increase its contribution to responsible investments in agriculture and food security, while special attention will be paid (in a coordinated manner as required by SDG 17) to implementing CFS-RAI principles by promoting synergy with other global organizations such as: World Economic Forum (WEF), Consumer Goods Forum, AGRA, Grow Africa and others. As part of this effort, strategic private companies will be identified with a view to promoting the reduction of carbon emissions to support international climate change commitments.
- b) Facilitating the setting up of multi-stakeholder platforms at local level to support implementation of the SDGs and increase conditions for responsible investment in food security (improvement of the agrifood system, governance of natural resources, reducing loss and waste, legal and regulatory aspects and so on).
- c) Identifying innovative financing models for development (financial and non-financial). FAO is examining financial instruments that can enable sustainable investments by combining different

financial resource types to support the necessary change in food and agricultural systems, including risk reduction and combining of financial instruments.

58. Some mechanisms have been identified to encourage private sector involvement in incentives for investment in environmental and development solutions. FAO, as a partner agency in the Global Environment Fund (GEF) and as an implementing entity for the Green Climate Fund (GCC), is creating a shared outlook with partners to support FAO's initiatives on mitigation, adaptation, development and climate resistance.
59. In coming years, FAO must step up its role in promoting the adoption of more tangible measures that allow business models to evolve towards greater sustainability. Significant potential has been identified in work with private investment funds such as Third Way Africa, Sarena Fund, The Livelihoods Funds, which stimulate investments for sustainable enterprise creation. FAO has started dialogues with Third Way Africa and The Livelihoods Funds with a view to setting up official partnerships.
60. Efforts undertaken since 2015 to diversify partnerships with small and medium-sized enterprises, through cooperatives and producer organizations and local companies constituting small and medium-sized enterprises (SMEs) must be stepped up. Member States have great potential for facilitating FAO's work with local companies to achieve more substantial contributions to the SDGs.
61. The Decade of Family Farming will be central during the coming period. The launch will take place in the first half of 2019 and provide for a global workplan – encouraging the exchange of knowledge and discussing public policies on more sustainable food systems with the integration of small producers will be priority topics. Specific synergies with the United Nations Decade of Action on Nutrition, 2016-2025, will be identified.
62. The Decade will strengthen its work in partnership with CSOs and POs to ensure that small farmers develop and incorporate simple tools that are based on traditional and locally adaptable knowledge using participatory methodologies. FAO's aim of leaving no one behind facilitates public and inclusive debates where all opinions and voices are heard while allowing a wide range of actors to share their knowledge and practical solutions to particular problems and situations arising within the food system.
63. Ongoing Parliamentary alliances will continue to be strengthened, promoting synergy with study centres, national universities and Parliamentary training needs. Another topic to be explored will be the following up of commitments achieved in the Global Parliamentary Summit against Hunger and Malnutrition.

III. Examples of implementing partnerships with the private sector and civil society organizations

Private Sector

64. Some examples are given below of results arising out of the implementation of partnerships with the private sector during 2018 in support of the Organization's SOs.
- a) Rabobank – *Access to financial instruments for small farmers:*
65. Rabobank supports the implementation of FAO projects in Tanzania, Ethiopia and Kenya that benefit more than 2400 families of small farmers in women's cooperatives. These projects involve specific communities in each country where Rabobank and FAO build capacities through appropriate financing instruments, training and market information with a view to helping increase family income by increasing the production of women farmers and their access to the local market.
66. In 2018 FAO expanded cooperation with Rabobank with the aim of building the capacities of financial professionals and legislators to develop rural and agricultural financial markets and expand large-scale field partnership in Tanzania, Kenya and Ethiopia by developing a programme of longer-term interventions.
- b) ENI – *Sustainable use of natural resources:*
67. ENI and FAO work together in support of the Nigerian government to increase access to clean and safe water for domestic use and irrigation in the north-eastern states by building wells powered by photovoltaic systems. In this partnership FAO supports the identification of well intervention areas as well as technical expertise and knowledge in the selected areas, while ENI will implement the project and

provide photovoltaic energy systems including training in their use and maintenance for long-term sustainability.

c) Telefónica – Access to new technologies and data analysis in the agricultural sector:

68. The purpose of the partnership between FAO and Telefónica is to develop innovation, digitization and data analysis initiatives in the agricultural sector to support the efficacy and effectiveness of decision-making by producers and the public sector in policy implementation.

69. In 2018, sensors were installed to measure water stress in El Salvador, Colombia, Guatemala and Peru. These supply data and information on local climate conditions by applying a Smart Agro tool developed by Telefónica. FAO's role is to provide data collected from priority crops selected at country level to support producers when making decisions on water use.

70. In Peru, this activity supports the South–South cooperation project “Más Algodón [more cotton]” whereby FAO promotes the sustainability of cotton production. This cooperation includes a significant contribution of technical knowledge and financial resource mobilization, since Internet of Things (IoT) and training tools are provided by Telefónica.

71. Telefónica makes a major contribution to disseminating information and generating knowledge of FAO through the promotion, dissemination and adoption of FAO's existing e-learning courses and educational resources covering a series of thematic areas through the Miríadax platform, whose website receives more than 20 million hits per year.

d) Google – Access to new technologies and data analysis in the agricultural sector.

72. FAO and Google have joined forces to make geospatial technology more accessible. The technical infrastructure of Google Earth Engine, which organizes geospatial information and facilitates its analysis, is strengthening FAO's capacity to help countries address social and environmental challenges.

73. In 2018, this partnership had a substantial impact on the development of technological tools through the use of Collect Earth, free and open-source land monitoring software. Twenty-five Member States have reported land-use data to the United Nations Framework Convention on Climate Change (CMNU).

74. Google Engine has helped the FAO Unit in charge of the fight against desert locusts to improve the forecasting and control of outbreaks of this pest.

75. Google is developing the FAO Atlas of Automatic Identification System (AIS)-based Fishing Footprint and Effort in partnership with Global Fishing Watch. The preliminary findings of this study were presented during COFI (July 2018).

76. Data to support country reports on SDG Indicator 15.4.2 Mountain Green Cover Index (Level II) were compiled using the Collect Earth tool.

Producer and civil society organizations

77. Some examples are given below of results arising out of the implementation of partnerships with civil society and producers' organizations during 2018 in support of the Organization's SOs.

a) Consumers International (CI) – Promoting sustainable food systems:

78. In 2018, FAO and CI made significant process in developing a technical study on the multiple ways in which consumer organizations can help transform food systems, for example by regulating food labelling and marketing, antibiotics in food production and nutritional aspects, including some good practices of effective action by organized consumers to influence public policy processes.

79. Based on the study results, a training session is being prepared for FAO staff with a view to increasing and strengthening knowledge about consumer perspectives and proactive efforts to achieve changes in food systems towards socially and environmentally sustainable models of food and agricultural product production, distribution and consumption.

80. CI also facilitated a review of the content and methodology of the FAO training course on sustainable food systems developed under PE-4 with a view to focusing its approach on current challenges identified by consumer organizations.

81. FAO and CI are working together to prepare a guide on how to effectively involve consumer organizations in policy dialogue to achieve policy changes towards sustainable food systems and better

nutrition. Activities with consumers could potentially be extended by linking them to principles of responsible investment in agriculture, since consumers and users can promote substantial changes in food systems and more sustainable business models through their action networks.

b) URGENCI – Promoting local food systems:

82. In 2018, FAO and Urgenci, the international community-supported agriculture network, implemented joint capacity-building activities to catalyse the exchange of existing practices and methods on “local and solidarity-based food distribution systems between producers and consumers”. These activities are contributing to the implementation of the CFS recommendations on “Connecting smallholders to markets”.

83. Regional training workshops implemented in 2017-18 in Africa (Togo), the Near East (Lebanon) and Europe (Turkey) included a comprehensive mapping of existing solidarity-based partnerships between producers and consumers in more than 20 countries and contributed directly to developing a training framework on local and solidarity-based associations. This learning tool will be available by the end of 2018 and provides conceptual and practical information on configuring and running partnerships between farmers and consumers. It is currently undergoing a consultation and testing process within the Urgenci network of experts and it will provide FAO with a technical reference framework for running alternative local and solidarity food distribution systems as well as providing a framework to encourage small producers to enter non-conventional markets.

d) El Ceibo (Bolivia) - Promoting market access for family farming:

84. Within the framework of the FAO Forest Farm Facility (FFF), FAO has been working in recent years with the Bolivian cocoa cooperative El Ceibo to strengthen its organizational capacities and in particular to set up the Confederation of Bolivian Organic Cocoa Producers and Gatherers (COPRACAO).

85. FAO facilitated exchanges between El Ceibo and the Italian cooperative Altromercato to channel the import of chocolate produced by El Ceibo under an agreement between FAO and Autogrill. The chocolate is being distributed through another FAO partner organization, the Autogrill restaurant network.

86. El Ceibo’s practices in terms of organizational, economic and financial sustainability were processed in partnership with the Roma Tre University, which contributes to FAO’s activities within the framework of farmer-to-farmer methodology, since El Ceibo’s experience can be shared with other producer organizations and policymakers outside Bolivia.

87. This example shows how FAO can facilitate sustainable access to cooperative markets with which it is working through partnerships with non-state actors, thus creating synergies between producer organizations and the private sector. The important supporting role of academic establishments in self-assessment processes and participatory processing of experiences with cooperatives and their use as a source of reference knowledge generation for similar processes in other local contexts has also been highlighted.