



# **Good Food Security Governance: The Crucial Premise to the Twin-Track Approach**

## ***Workshop Report***

5-6 December 2011, Rome

Organized by the Agricultural Development Economics Division (ESA) of the  
Food and Agriculture Organization of the United Nations (FAO)

Supported by the Royal Government of the Netherlands

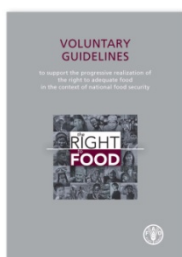
through the FAO Multipartner Programme Support Mechanism (FMM)

# 1 Background

## 1.1 Rationale

World leaders have committed themselves on several occasions to work towards eradicating world hunger. FAO has been advocating the two track approach for many years. The results so far are mixed at best; A huge socket of 850 million are food insecure worldwide – with more in times of crises. There is thus a growing belief that this represents a failure of governance and that the ‘standard’ technical response to food insecurity may not be enough. Governance, and the way in which politics and institutions interact, will in practice have a critical impact, for example, on how resources are managed and allocated, how services are delivered or on planning and policy. This means that a common analytical framework for understanding the context and dealing with it as part of our activities in support of food security is necessary.

More broadly, governance is seen as crucial for development processes and for achieving sustainable development results. In recent years, several international organizations have focused on governance and political economy analysis, including the World Bank, the European Union and the ODI. Within FAO, the concept of governance is increasingly applied at sector level (e.g. land governance, fisheries governance, forest governance, governance of plant genetic resources). At the same time, the efforts have been made to promote human rights based approach to food security in FAO work. The FAO Voluntary Guidelines to Support the Progressive Realization of the Right to Food see good governance as an “essential factor for /.../ the realization of all human rights including the progressive realization of the right to adequate food” (Guideline 1.3).



While these various initiatives share some key features, there are some important differences. This workshop sought to share experiences and better understand the factors and elements that comprise food security governance, and to explore opportunities for future coordination and collaboration.

## 1.2 Workshop Objectives

The workshop aimed at clarifying the concept of food security governance, explaining its boundaries and its relation to concepts and terms of a similar nature.

It also approached governance operationally and discussed what practically can be done to improve governance in order to achieve better food security outcomes. There were two main objectives:

- a) Formulate a common definition of food security governance or elements thereof; and
- b) Define a programme of work in partnership with others.

# 2 Main discussion points and results

## 2.1 Global Context

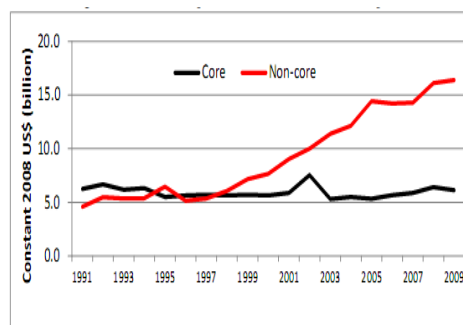
### Global trends and initiatives

Governing food systems to reduce hunger and malnutrition at country level is becoming ever more difficult, as food security increasingly depends on many exogenous factors and major global trends such as energy, climate change, protracted crisis, international investments, biofuels production, trade and finance.

Demands Side <sup>1</sup>	Supply Side
<ul style="list-style-type: none"> <li>• Population Growth (all in LDCs)</li> <li>• Income Growth (mostly in LDCs)</li> <li>• Urbanization (up from 50% to 70%)</li> <li>• Shift in Food Preferences (Rice, Wheat, Maize, Soybeans for Feed)</li> <li>• Biofuels (maize, oilseeds)</li> <li>• Processed Foods</li> </ul>	<ul style="list-style-type: none"> <li>• Climate Change</li> <li>• Limits to Land, Water, Soils, Biodiversity, Forests, Fisheries</li> <li>• Increased Risks and Uncertainty</li> <li>• Investment in Research and development</li> </ul>

Global challenges and issues call for global governance. The Committee on World Food Security has been reformed and is now constituted as the foremost inclusive international and intergovernmental platform to work towards the elimination of hunger (<http://www.fao.org/cfs/cfs-home/en/>) and to be a central component in the evolving Global Partnership for Agriculture, Food Security and Nutrition. Its role is also to promote greater coordination and coherence at regional and national level<sup>2</sup>. The workshop acknowledged that creating a platform and forum for discussion is not enough; The challenge remains to find the right way for countries and other stakeholders to develop a common vision and the capacity to react timely and pertinently.

How relevant is global strategic framework from country perspective? The authority for food security is spread out among a number of international organizations, each with its own objectives and policy preferences, and distinct functions; this makes the system of governance highly fragmented, with objectives that may often overlap and contradict one another. UN agencies are inherently different than multilateral banks, in terms of composition and decision-making procedures. This makes them more legitimate but perhaps less effective. Support to global development agencies, such as FAO, saw two major trends: a more or less constant contribution to the regular budget of an agency and a sharp increase of non-core (i.e. trust fund) programmes<sup>3</sup>. This increase in trust fund contribution can be seen as detrimental to the legitimacy of the organization.



Global governance can sometimes result in pushing countries to take decisions that in the long term may not be conducive to a better food security for their population (e.g. decisions related to agri-business, speculation or land investments).

The workshop acknowledged that an analysis of the global governance is necessary; it would imply understanding, *inter alia*, who sets the agenda, who are the main players and drivers, what are the new and changing alliances. The question of accountability also deserves more attention: should Governments remain accountable only to their own people who have the means (e.g. through elections and media) to voice their discontent, or also to global community (e.g. for keeping stocks and contributing to rising prices)? In the latter case, who will hold this country accountable?

<sup>1</sup> Extracted from Uma Lele's presentation to the workshop

<sup>2</sup> [http://www.fao.org/fileadmin/templates/cfs/Docs0910/InfoNote/CFS\\_General\\_Info\\_Note\\_EN.pdf](http://www.fao.org/fileadmin/templates/cfs/Docs0910/InfoNote/CFS_General_Info_Note_EN.pdf)

<sup>3</sup> Source: Draft Report (21 November 2011): Evaluation of UNDP Partnership with Global Funds and Philanthropic Foundations and UN DESA

## **The role of regional organizations**

Global governance promoted by the United Nations and international NGOs is often only crystallized on paper but does not translate into action at country level. The workshop asked whether regional organizations could facilitate this or whether they just add another layer to this effect of impermeability? Could they be an intermediary platform for improving governance at both global and national levels?

Regional organizations, such as ASEAN, can play a facilitating role, providing a platform for mainstreaming knowledge and implementation in countries, a platform for linking the national and global levels (in both directions), linking specific opportunities (resource mobilization, linking food security to other issues) and exploiting comparative advantages

Regional organizations hold a key place in the reformed food security governance structure as they perform essential functions that guarantee the smooth linkages between global and national levels. These organizations are critical to ensure that policies at national, regional and global level are coherent and adhere to the right to food. In turn, national food security bodies<sup>4</sup> ensure that national responses to food insecurity and malnutrition target the most vulnerable individuals and are well coordinated among the stakeholders that bear responsibility for a component of the food security response.

## **2.2 Concept**

The workshop tackled three major issues:

- a) How does governance for food security relate to the human right to food and the human rights based approach to development;
- b) How can governance for food security be defined; and
- c) Which analytical framework can be used for governance for food security.

### **2.2.1 Relationship to human rights and the right to food**

All workshop participants accepted the perception that development partners should put more emphasis on governance concerns when providing technical assistance to governmental and non-governmental counterparts (e.g. on the nature of the policy formulation process, mechanisms for citizens' participation, mandates, responsibilities and composition of the institutional setting for food security coordination, transparency about the work and access to information, mechanisms and procedures for addressing grievances, manage disputes and enforce decisions). Depending on the development paradigm an individual or an agency adopts, some frame this addition in human right terms, other refer to the political economy or 'good' or 'democratic' governance. Despite differences in the approaches, there is general consensus on the value of enlarging our assessments from pure technical considerations to also include social and political dimensions.

While it was acknowledged that there is interconnection between human rights and good governance, some of the participants felt a lack of clear distinction between human rights based approach and the right to food; the two seemed to be used interchangeably. The workshop recommended that the governance for food security should be put into relation with the right to

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<sup>4</sup> National organizations with a food security mandate may comprise inter-ministerial coordination bodies, food security committees or technical secretariats for food security and nutrition.

food, while good governance as a general concept must be analyzed in relation to human rights based approach i.e. beyond the right to food, and include all civil, political, social, economic and cultural rights.

The question arose whether food security governance is a development objective or describes a process. Considered as an objective, good governance for food security shares the same aim with the right to food. But the two concepts differ when it comes to frameworks, i.e. how they may be applied at country level. Whereas the right to food is normative (with clear legal obligations established through international law), good governance takes a more 'positive' approach, an action-guiding tool (i.e. descriptive or explanatory).

Regarding the language used, the workshop considered that it is more appropriate to talk about 'governance for food security' rather than 'food security governance'. As food security is an outcome and not a sector, referring to 'food security governance' may be confusing. In the same line of reasoning, there was a general agreement that good governance for food security should be seen as a means for achieving a desired goal, and not as a development objective in itself. In order for good governance to lead to better food security, the governance of sectors that contribute to this goal should be improved ('land tenure governance' or 'forestry management and governance' – to name two examples). At a global level however the term 'food security governance' may still be used as it refers to the institutions that comprise the governance regime for food security at global level.

Speaking in FAO terminology, Government adhere to a development goal that is either expressed in human rights terms ('Realizing the human right to food') or in conventional development terms ('Achieving food and nutrition security for all'). To reach this development objective, FAO promotes a twin-track approach<sup>5</sup> that calls for enhanced access to food through transfers, safety nets and other social programmes on the one hand, and investment in development, in particular in support of agriculture and rural development, on the other. Good governance for food security constitutes the enabling environment that allows the two track to become effective.

The workshop acknowledged that some countries prioritize normative goals such as right to food, while others - even if signatories to the relevant international human rights treaties - are more comfortable with the concept of good governance for food security. Governance for food security is perceived as more appropriate as it goes beyond Government to include how other actors such as traditional/customary authorities, private and professional sectors, and civil society articulate their interests and affect the adoption and implementation of food and nutrition security measures. The question was raised how can FAO reconcile the need/requests to work with both normative goals and governance approach to food security. As one possible way forward, it was considered to acknowledge that governance can play an important role in determining the nature of the way towards the right to food goal. This relationship – good governance as an “essential factor for /.../ the realization of all human rights including the progressive realization of the right to adequate food” is also supported by the Right to Food Guidelines (Guideline 1.3).

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<sup>5</sup> FAO's Anti-Hunger Programme (FAO, 2003), endorsed by the Committee on World Food Security and the FAO Council

Due to time constraints, the Workshop did not manage to further develop this relationship and define how exactly the convergence and divergence between the two concepts is expressed. It has recommended to continue the reflection first within FAO, and then with other partners.

### **2.2.2 Definition**

The Workshop discussed whether a definition of governance for food security should be conceptual or operational, i.e. in terms of the dimensions that serve for measuring it. Considering the current state of knowledge, and the multi-dimensional and cross sectoral nature of food security, it was agreed that the definition should remain conceptual while the analytical framework, to be further developed, would provide more guidance for diagnosing, assessing and monitoring governance for food security in a specific country context.

The workshop considered that such a definition should not be limited to food security only, but should also include nutrition component.

Building from the definition proposed in the Background Paper, the Workshop proposed the following working definition:

*“Governance for food and nutrition security relates to formal and informal rules and processes through which public and private actors articulate their interests, and decisions for achieving food and nutrition security (at local, national, regional and global level) are made, implemented and sustained”.*

It was also agreed that the future work should include the sustainability dimension and more people centred approach.

### **2.2.3 Analytical framework**

There is real momentum on governance analysis and several initiatives are underway in different organizations such as the World Bank, ODI and European Union. While there are some clear common features, including a focus on the political context/intelligence, on actors and institutions and on processes underpinning decision-making, differences in approaches remain.

Discussions on the analytical framework reflected divergences in approaches to the governance debate between workshop participants; some supported normative based approaches (grounded in the international human rights framework), while others used more positive approaches (i.e. work with existing reform space to reach an improved food security outcome). Still some others put emphasis on political economy analysis, that is realistic and incremental approaches in fostering governance or “feasible” change rather than the change associated with a good or democratic governance agenda.

Seven principles proposed in the working analytical framework may or may not be relevant to governance for food security in a given country; this will entirely depend on its specific historical, economic, cultural and legal context. The proposed principles should be put in perspective and qualified by reality: the right combination and dosage of principles that fit the specific country should be determined on the basis of a holistic analysis and its specific context. The challenge is finding the right balance.

The workshop also recalled that when looking at the governance for food security, one should not look through the lens of a future ideal state of governance. It is the current reality of governance for

food security that should be analyzed and understood. Such an analysis would be a good basis on which to develop a realistic picture of what domestic actors and international organizations and donors can do to enhance governance for food security.

In this sense, there could be more focus on the context, and on actors and stakeholders in governance for food security – who are they, what is their degree of ability to help or have an impact on a given aspect of food security policy or programme, what are their interests and incentives for maintaining the situation as it is or for changing it, are there alliances within and between the stakeholder groupings etc.

The question was raised whether the suggested framework was appropriate in both development and emergency situations, and how

its flexibility could be ensured. Seven dimensions were all considered possibly relevant, although in differing dosage and combinations. It was suggested to replace efficiency and effectiveness with professionalism, quality and evidence-based decision; to replace the principle of equality and fairness with gender equity, and to add empowerment.

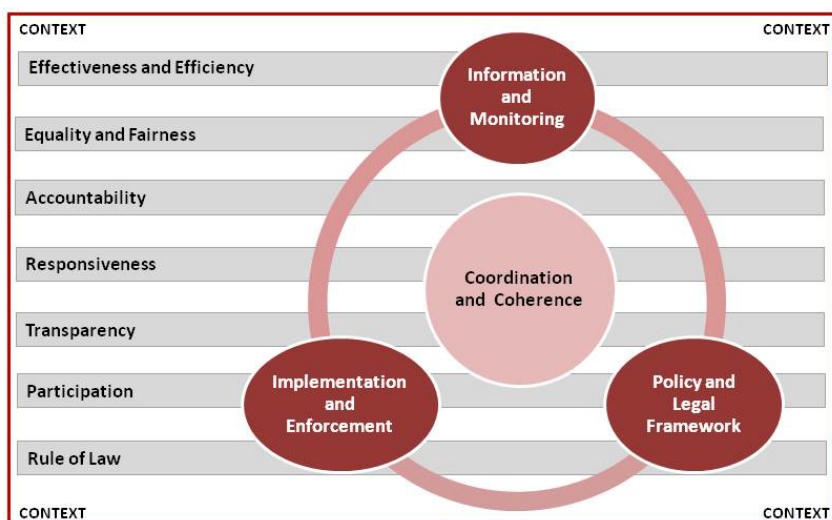
Also, the FAO PANTHER principles could all be included. Clarification between PANTHER principles related to the right to food, and general human rights principles related to all human rights<sup>6</sup> would be helpful.

With regard to the four suggested levels of the policy or programme process, the workshop emphasized the multi-actor, multi-sector and multi-dimensional nature of food security, and suggested adding communication and needs assessment, and linking policy and legal framework to the right to food.

## 2.3 Work Programme

### 2.3.1 Conceptual considerations

Governments and development agencies have to go beyond the recognition that governance matters for a successful food security policy and programme. The workshop made it very clear that the goal of the technical assistance provided by FAO and its partners is to improve the food security outcomes - and not the governance regime per se. We would only strive to improve governance if the causality to an improved food security outcome is well understood. While in some instances the linkages are crystal clear (e.g. a corrupt Government official misdirects inputs meant for smallholder farmers), formulating general guidelines may be more tricky. This is because there is a lack of evidence on which governance principles/dimensions presented at the workshop (see also above) can actually



<sup>6</sup> Accepted through the Statement of Common Understanding among UN agencies.

lead to better food security outcomes. In other words, in which governance principle should we invest?

**Recommendation No 1: Learn from analytical work and technical assistance to Governments which principles are most relevant, in which context, to lead to an increased food security.**

- Set-up an analytical framework that allows to accommodate diverse experience from field work and analytical studies
- Keep track of FAO's and partner's work in different fields that bear a relevance to good governance<sup>7</sup> for food security;
- Design new projects in a way that allows measuring the effect that governance has on food security, e.g. by establishing a baseline;
- Get acquainted with approaches to governance work favored by the EC, World Bank, ODI and other development partners to learn about their successes and set-backs and to avoid reinventing the wheel.

**2.3.2 Operational considerations**

In the end, what counts the most, is how a Government and its partners support the poorest of the poor. The workshop was able to allude to many cases where improved governance of a food security programme led to better outcomes: institutionalized civil society engagement (the experience of Brazil); transparent information about budget expenditure; the possibility to provide feedback and hold agencies to account and so forth. Now, the priority is to ensure that this is built into policies and programmes and taken into account in decision-making processes.

Translating analysis into operational recommendations remains a challenge. We need to raise from anecdotal evidence of some few cases where improved governance led to better service delivery to a bigger and more solid catalogue of 'best fit' that can be adapted to the local context. FAO and other development agencies need to include such measures into the core of their programmes and not as an afterthought when damage has to be controlled.

**Recommendation No 2: Compile cases and experience that allow identifying causal linkages between governance principles and better food security outcome**

- Get a first feeling for the weight of governance principles by comparing governance indicators with a food security outcome, using existing data. Examples could be: right to food enshrined in national legal framework?; committed leadership, food security and nutrition coordination body exists (roles, responsibilities, composition, rules of procedure)?; investment in agriculture; land distribution;
- Short survey or semi-structured interview with food security experts on which governance concerns (positive or negative) influence most food security?' (this could be done, for examples, on the fringes of an expert meeting in FAO HQ).

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<sup>7</sup> For example, the FAO and Transparency International, "Corruption in the land sector", <http://www.fao.org/docrep/014/am943e/am943e00.pdf>; FAO/PROFOR, 2011. REDD+ Framework for Assessing and Monitoring Forest Governance.



**Recommendation No 3: Work more systematically towards improved governance as a means to achieve improved food security outcomes in development project at country level**

- Raise awareness with technical staff (of development agencies and Government) to considering governance concerns in their work;
- Continue supporting Government with a specific focus on governance for food security to add to the pool of knowledge;
- Better understand drivers of change and agenda of stakeholders when designing a food security programme;
- Suggest the inclusion of accountability, recourse and complaint mechanisms in food security programmes.<sup>8</sup>

**2.3.3 Institutional considerations**

The workshop discussed how to advance in strengthening FAO's work on governance for food security.

**Recommendation No 4: Follow a participatory and inclusive process when aiming to place 'governance' into FAO's agenda**

- Thoroughly study what has already been done in-house on governance, such as the work on the Voluntary Guidelines on Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security and the UN REDD<sup>+</sup> Framework for Assessing and Monitoring Forest Governance;
- Closely work with technical departments to build on their experience, needs and expertise and to make sure they will feel an ownership of the end product;
- Publish a statement that reflects the corporate vision of what constitutes governance for food security (preferably not more than 10 pages)
- Open-up consultation to other Rome based agencies, especially IFAD and WFP. Work towards a harmonized approach with other initiatives and agencies working in the field of either food security and nutrition or governance, such as the UN system's High Level Task Force on the Global Food Security Crisis, the EU, the World Bank, ODI, SIDA, IDS etc;

**Recommendation No 5: Produce conceptual and operational material and communicate FAO's expanded agenda on food security and nutrition**

- Suggest an internal policy or strategy on governance to ensure consistency within FAO and to avoid contradictions between a myriad of definitions and approaches;
- Produce a user friendly methodology to increase the capacity of FAO staff at HQ as well as in the field to integrate governance in their daily work;
- Conduct training, hold regional workshops and establish networks to reach out with the new approach.

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<sup>8</sup> Example mentioned during the workshop: Targeting and accountability mechanisms of Lesotho Child Grant Programme.

### 3 Next steps

The workshop concluded that an FAO analytical framework for governance for food security should feature a relevant and comprehensive list of the major elements/dimensions that are known to lead to better food security. This needs empirical evidence from literature and countries. It therefore suggested to undertake a research aiming at identifying those that actually lead to better food security, and then endorse those as elements of the analytical framework.

Both the definition of governance for food security as well as the analytical framework suggested by the workshop will be a useful reference for the recently signed EU-FAO Programme (Jan 2012 to December 2015) “Global Governance for Hunger Reduction”. This programme identified the lack of progress in reducing global food insecurity by the weakness in “food security governance related to policies, institutions and organization”.

As a first step to construct such an analytical framework, a thorough analysis of governance frameworks<sup>9</sup> developed or used by FAO has to be conducted. The tentative definition of governance for food security and the improved analytical framework will be presented to FAO staff working on or interested in governance for food security.

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<sup>9</sup> e.g. UN REDD+ Framework; Voluntary Guidelines on Good Governance in Land Tenure

## 4 Annex

### 4.1 Participants

#### Government Representatives

##### Government of Laos

- **Dr Somphone Phanousith**, Assistant Adviser to the Prime Minister and Permanent Secretary of the National Science Council, Office of the Prime Minister of Lao P.D.R.
- **Mr. Souklaty Sysaneth**, Deputy Head of Academic Affairs Division and Lecturer at the Faculty of Agriculture, National University of Laos.

##### Government of Brazil

- **Mr Marcelo Piccin**, Government of the Federal District and former Director for decentralization in the Ministry for Social Development and the Fight Against Hunger.

##### Government of Cambodia

- **Mr Virak Rath**, Secretary General of the Council for Agricultural and Rural Development of the Council of Ministers, Cambodia.
- **Mr Pe A Cheam**, Deputy Director General of Director General of Local Administration (GDLA), Ministry of Interior (Mol), Cambodia.

##### Government of Bolivia

- **Ms Ana María Aguilar Liendo**, National Coordinator of the Technical Committee of the National Council on Food and Nutrition, Bolivia.
- **Mr Ciro Kopp**, Multisectorial Coordinator, Technical Committee of the National Council on Food and Nutrition, Bolivia

##### Government of Norway

- **Mr. Jostein Leiro**, Permanent Representative of Norway

##### Government of Switzerland

- **Ms Christina Blank**, Deputy Permanent Representative of Switzerland

##### Government of the Netherlands

- **Ms H.E. Ambassador Gerda Verburg**

**Mr Noel de Luna**, former Chairperson of the Committee on World Food Security (CFS).

**Mr Suriyan Vichitlekarn**, Assistant Director, Agriculture Industries and Natural Resources Division, Economic Community Department, ASEAN Secretariat.

#### Partner Organizations

**Dr. Uma Lele**, international scholar

##### World Bank

- **Ms Rima Al-Azar**, Senior Operations Officer at World Bank's Preventive Services Unit.

##### European Commission

- **Mr Bogdan Stefanescu** is a Project Manager at European Commission.
- **Ms Claudia Fumo, Ms Lourdes Magana De Larriva, Ms Francesca Ettore and Mr Stefano Golinelli** (EC Office in Rome)

#### **Overseas Development Institute (ODI)**

- **Mr David Booth**, Research Fellow, Overseas Development Institute
- **Mr Daniel Harris**, Research Officer, Overseas Development Institute

#### **Organisation for Economic Co-operation and Development (OCED)**

- **Ms Christiane Arndt**, OECD

#### **Oxford Policy Management (OPM)**

- **Mr Luca Pellerano**, Development Economist, Oxford Policy Management

#### **Swedish International Development Cooperation Agency**

- **Ms Joanna Athlin**, SIDA

#### **World Food Programme**

- **Ms Sheila Grudem**, Chief of WFP's Humanitarian Policy and Transitions Service

#### **International Fund for Agricultural Development**

- **Carlo Bravi**, Eastern and Southern Africa Division

#### **FAO staff**

- **Mr Hafez Ghanem**, Assistant Director-General, Economic and Social Development Department

#### **Agricultural Development Economics Division (ESA)**

- **Mr Kostas G. Stamoulis**, Director ESA
- **Mr Keith Wiebe**, Deputy Director
- **Mr Mark Smulders**, Senior Economist and Programme Coordinator
- **Ms Barbara Ekwall**, Senior Officer for the Right to Food
- **Mr Benjamin Davis**, Senior Economist
- **Mr Luca Russo**, Senior Economist
- **Mr Mauricio Rosales**, Capacity Development Officer
- **Mr Mark McGuire**, CFS Secretariat
- **Ms Serena Pepino**, right to food officer
- **Mr Paulo Dias**, Economist
- **Mr Marco Knowles**, Economist (Policy and Institutions)
- **Mr Nigussie Tefera**, Consultant
- **Ms Elisa Pozzi**, Alliance against hunger
- **Ms Marie Christine Laporte**, Alliance against hunger
- **Ms Luisa Cruz**, Right to Food Consultant
- **Ms Carolin Anthes**, Right to Food Consultant

**FAO Regional office, Asia: Mr. Bruce Isaacson**, Chief Technical Adviser of the project ' Linking Information and Decision Making to Improve Food Security' in Laos, Cambodia and Myanmar.

**Trade and Markets Division (EST): Mr Ahmed Shukri**, Senior Officer FAO's Global Information and Early Warning System (GIEWS).

**Gender, Population and Rural Employment Division (ESW)**

- **Ms Carol Djeddah**, Senior Officer
- **Ms Nora OurabahHaddad**
- **Ms Nandini Gunewardena**

**Plant Production and Protection Division (AGP): Mr Mike Robson**, Senior Officer in FAO's Plant Production and Protection Division

**Policy Assistance Support Service (TCS): Mr Vito Cistulli**, Policy Assistance Support Service

**FAO Cambodia: Mr Kosal Oum**, Food Security Information and Policy Adviser

**Forestry Department: Ms Sophie Grouwels**, Forestry Officer

**Legal Office: Ms Margret Vidar**, Legal Officer

**Fisheries and Aquaculture Department: Ms Rebecca Metzner**, Senior Fisheries Officer

**Emergency Division (TCE)**

- **Mr. Graham Farmer**, Global Cluster Coordinator, Food Security Cluster, Rome, Italy
- **Mr Nicholas Crawford**

**Climate, Energy and Tenure Division (NRC)**

- **Ms Babette Wehrmann**, Senior land tenure officer
- **Ms Francesca Romano**, land tenure officer

**ESA (workshop organizers)**

- **Ms Dubravka Bojic**, Human Rights Specialist
- **Mr Frank Mischler**, Economist
- **Mr Jean Balie**, MAFAP Coordinator and Workshop Facilitator
- **Ms Carina Glendening**, Team Assistant
- **Mr Martin Corredoira**, Team Assistant

## 4.2 Agenda

<b>MONDAY, 5 DECEMBER</b>
<b>8:30 – 9:30: Introduction and Keynote address</b>
<p><b>Moderator: Mr Kostas Stamoulis</b>, Director, Agricultural and Development Economics Division, FAO <i>Opening of the Workshop</i></p> <p><b>Keynote address: Mr Hafez Ghanem</b>, Assistant Director General, Economic and Social Department, FAO <i>Food and Nutrition Security: Key Policy Challenges and the Role of Governance</i></p> <p><b>Mr Jean Balie</b>, Workshop Facilitator <i>Working methods and flow of the workshop</i></p> <p><b>Ms Dubravka Bojic</b>, Governance and Human Rights Expert, FAO <i>Introduction of the term ‘governance’ in development</i></p>
<b>9:30 – 11:00: Session 1 - Producing for the shelf? Why many policy documents and food security plans never see the light of day</b>
<p><b>Moderator: Mr Keith Wiebe</b>, Deputy Director, Agricultural and Development Economics Division, FAO</p> <p><b>Mr Bruce Isaacson</b>, Chief Technical Adviser, EC Programme on Linking Information and Decision Making to Improve Food Security for Selected Greater Mekong Subregional Countries <i>Light and shadow in FAO’s support to policy formulation</i></p> <p><b>Mr Somphone Phanousith</b>, Assistant Advisor to Prime Minister, Lao PDR <i>Speaking with many voices – the detrimental effects of lack of coordination and coherence</i></p> <p><b>Ms Ana Maria Aguilar</b>, National Council for Food and Nutrition, Bolivia <i>Right to Food: Development Paradigm of the Government of Bolivian</i></p> <p><b>Plenary discussion and wrap-up</b></p>
<b>11:15 – 12:45: Session 2 - Programme implementation: The gap between expectations and reality</b>
<p><b>Moderator: Mr Mark McGuire</b>, CFS Secretariat, Agricultural and Development Economics Division, FAO</p> <p><b>Mr Mike Robson</b>, Plant Production and Protection Division, FAO <i>How the middlemen cheat the farmers</i></p> <p><b>Mr Marcelo Piccin</b>, Ministry of Social Development and the Fight Against Hunger, Brazil <i>How governance concerns were addressed in Brazil’s fome zero programme</i></p> <p><b>Ms Selloane M. Qhobela</b>, Principal Secretary - Social Welfare, Lesotho Child Grant Programme , Lesotho <i>Accountability mechanisms in the Lesotho Child Grant Programme</i></p> <p><b>Plenary discussion and wrap-up</b></p>

<b>14:30 – 16:00: Session 3 – Information is Power</b>
<p><b>Moderator: Mr Benjamin Davis</b>, Senior Economist, Agricultural and Development Economics Division, FAO</p> <p><b>Mr Shukri Ahmed</b>, Economist, Global Information and Early Warning System, FAO  <i>Garbage in, garbage out – Capacity deficit and the manipulation of food security related information (and thus our understanding of the problem)</i></p> <p><b>Mr Vito Cistulli</b>, Policy Assistance Support Service, FAO  <i>Territorial Competitiveness Index and Social Accounting Matrix: How to better understand food insecurity</i></p> <p><b>Plenary discussion and wrap-up</b></p>
<b>16:15 – 17:30: Session 4 - Conceptualizing our work</b>
<p><b>Mr Frank Mischler</b>, FAO ‘Project Coordinator ‘Food Security Governance’ and <b>Ms Dubravka Bojic</b>  <i>Towards a definition for food security governance</i></p>
<b>TUESDAY, 6 DECEMBER</b>
<b>8:30 – 11:15: Session 5 - Aiming for good food security governance at all levels</b>
<p><b>Moderator: Mr Kostas Stamoulis</b>, Director, Agricultural and Development Economics Division, FAO</p> <p><b>Ms Uma Lele</b>, International Scholar  <i>Global governance of food and agriculture and its relationship to country governance</i></p> <p><b>Mr Noel de Luna</b>, former chairman of the Committee on World Food Security  <i>Building good global food security governance – the experience of the CFS</i></p> <p><b>Mr Suriyan Vichitlekarn</b>, Assistant Director, Agriculture Industries and Natural Resources Division, ASEAN Secretariat  <i>The role of the regions to improve food security governance</i></p> <p><b>Plenary discussion and wrap-up</b></p>
<b>11:30 – 13:00: Session 6a - So far so good – how to make food security governance operational?</b>
<p><b>Moderator: Mr Mark Smulders</b>, Programme Coordinator, Agricultural and Development Economics Division, FAO</p> <p><b>Mr Frank Mischler</b>, Economist, Agricultural and Development Economics Division, FAO  <i>FAO’s work on governance at country level in the next biennium</i></p> <p><b>Mr David Booth</b>, Director Africa Power and Politics Programme, Overseas Development Institute  <i>ODI’s approach to governance: Africa Power and Politics</i></p> <p><b>Ms Rima Al-Azar</b>, Senior Operations Officer, Preventive Services Unit, World Bank  <i>The World Bank’s approach to food security governance</i></p> <p><b>Mr Bogdan Stefanescu</b>, Programme Officer, EU, DEVCO  <i>EU’s vision of food security governance</i></p> <p><b>Plenary discussion and wrap-up</b></p>

**14:00 – 15:45: Session 6b – Towards an action plan for food security governance (4 parallel working groups)**

**I. Getting our concepts right**

*FAO is promoting the right to food. In addition, it introduces a new concept of similar nature: food security governance. Is there need for both concepts? If so, how should we decide when to use which?*

**Moderator: Ms Barbara Ekwall**, Senior Officer Right to Food, Agricultural and Development Economics Division, FAO

**Ms Margret Vidar**, Legal Officer, FAO

*The difference and commonalities of right to food and food security governance*

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**II. Designing food security policies and plans: What to do differently with food security governance in mind?**

*Frequently, FAO provides technical assistance to its member countries on FS policies and plans. How can we avoid governance problems? How to address governance concerns already ruling policy design?*

**Moderator: Mr Daniel Harris**, Research Officer, ODI

**Mr Souklaty Sysaneth**, Deputy Head of Academic Affairs Division, Laos

*Governance Dimension To Food Security And Nutrition Planning, Programming And Implementation in Lao PDR*

**Mr Virak Rath**, Secretary General, Council for Agricultural and Rural Development, Cambodia

*Review of the Strategic Food Security and Nutrition Framework of Cambodia*

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**III. From words to action – measures to elicit improved food security governance.**

*How can better governance performance be introduced into a system? How to encourage improved accountability, greater transparency etc.?*

**Moderator: Mr Jean Balie**, Coordinator MAFAP project, Agricultural and Development Economics Division, FAO

**Mr Pe A Cheam**, Ministry of the Interior, Cambodia

*New Policy on Decentralization: Which Governance Issues Emerged in the First Year?*

**Mr Ciro Kopp**, National Council for Food and Nutrition, Bolivia

*Lessons Learnt from Assessing Governance of the Food Security Programme ‘Incentivo Municipal’*

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**IV. Measuring value added of improved food security governance**

*Can we produce more than anecdotal evidence that good food security governance leads to better results? Any indicators to measure value added?*

**Moderator: Mr Luca Russo**, Senior Economist, Agricultural and Development Economics Division, FAO



<p><b>Ms Christiane Arndt</b>, Directorate for Public Governance and Territorial Development, OECD <i>Use and Abuse of Governance Indicators</i></p> <p><b>Mr Luca Pellerano</b>, Development Economist with Oxford Policy Management (OPM), <i>Experience in the Design of Evaluations and Surveys and to what Extent Governance Concerns could be Captured</i></p>
<b>16:00 – 16:45 Report of Working Groups</b>
<b>16:45 – 17:30: Closure</b>
<p><b>Mr Frank Mischler</b> <i>Reviewing the Workshop Objectives, the working definition of food security governance and next steps</i></p> <p><b>Mr Mark Smulders</b> <i>Closure</i></p>

The background document can be downloaded for FAO's web-site:

[http://www.fao.org/righttofood/project\\_files/goodFSgovernance/FoodSecurityGovernanceWorkshop\\_backgroundpaper.pdf](http://www.fao.org/righttofood/project_files/goodFSgovernance/FoodSecurityGovernanceWorkshop_backgroundpaper.pdf)

All presentations made at the workshop can be found here:

[http://www.fao.org/righttofood/GoodFoodSecurityGovernance\\_agenda\\_en.htm](http://www.fao.org/righttofood/GoodFoodSecurityGovernance_agenda_en.htm)