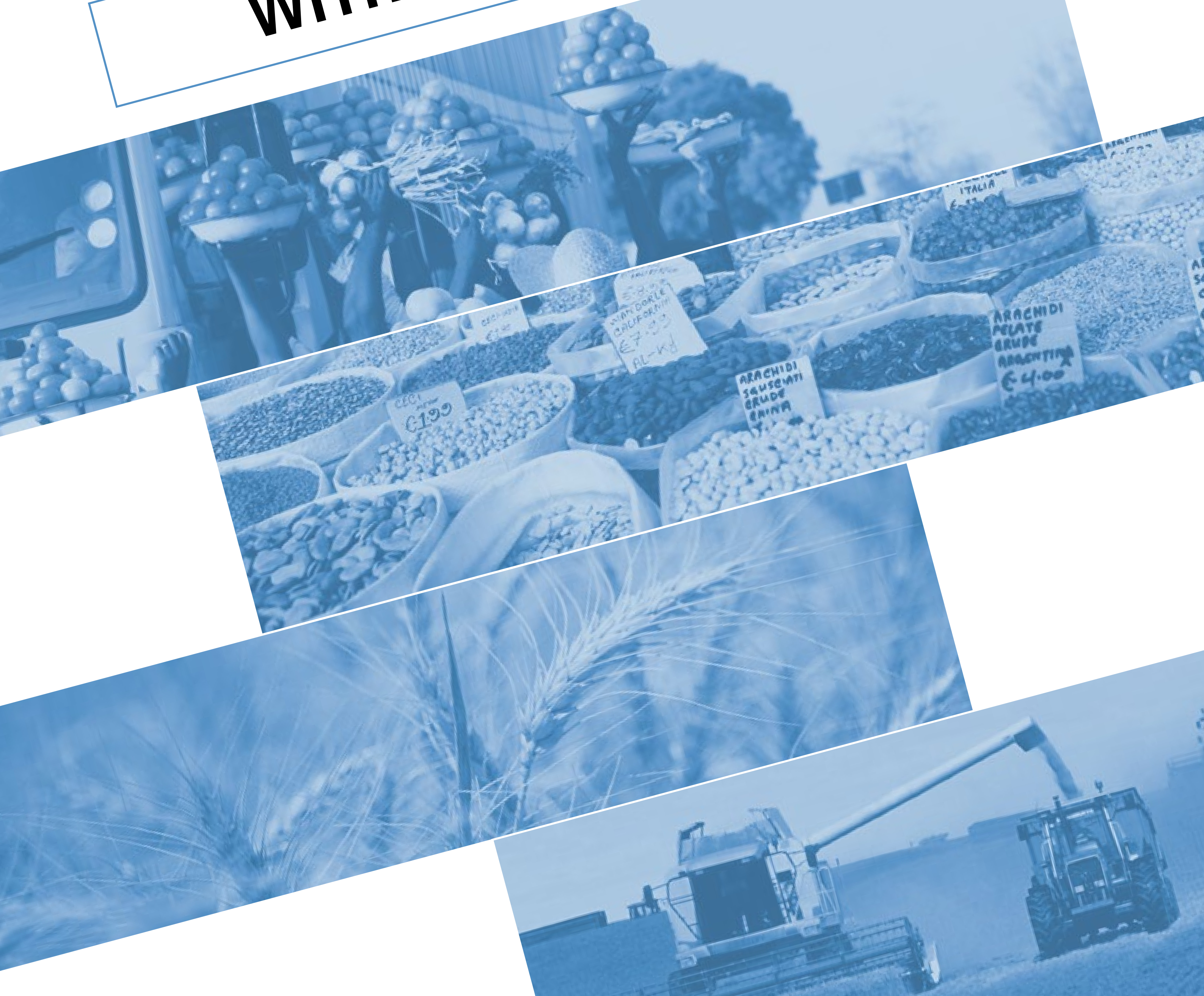
Food and Agriculture Organization
of the United Nations

FAO GUIDELINES
for Partnerships and Collaboration
WITH THE PRIVATE SECTOR



CONTENTS

CONTEXT AND PURPOSE

This document, FAO Guidelines for Partnerships with the Private Sector, serves as a supplement to the FAO Strategy for Partnerships with the Private Sector, and provides detailed operational guidance on the selection, approval, and management of partnerships with private sector entities. It replaces the Principles and Guidelines issued in 2000.

The formal basis for this document is provided by:

- FAO Organization-wide Strategy on Partnerships (2011);
- FAO Strategy for Partnerships with the Private Sector (2013);
- DGB 2014/13 on Procedures for the Preparation, Clearance and Signature of Agreements (2014);
- DGB 2014/14 on Review of Partnerships with non-State actors and composition of the Partnerships Committee and the Sub-Committee for the Review of Financial and other Agreements (2014);
- FAO logo policy and guidelines (2014).

FOR WHO

This document is meant for FAO's internal use and aims to provide operational guidance to all involved in the development, appraisal, implementation, monitoring and evaluation of partnerships or other collaboration with the private sector. It is not meant to inform prospective private sector partners. The document also applies to partnerships between private sector and FAO Statutory Bodies, including those under Article VI and Article XIV of the FAO Constitution.

SCOPE

These guidelines specifically concern the private sector. OPC provides similar but separate guidance on partnerships with civil society, academia and cooperatives.

TERMINOLOGY

Private sector

The Strategy for Partnerships with the Private Sector describes the private sector as including for-profit enterprises or companies, regardless of size, ownership structure, or whether legally registered or unregistered. The private sector covers all sectors of the food, agriculture, forestry and fisheries systems from production to consumption including associated services such as financing, investment, insurance, marketing and trade, and all sizes of enterprises from the local to the global company.

FAO considers private sector as encompassing a broad range of entities that range from farmer organizations and small and medium-sized enterprises (SMEs) in lower income countries to the largest international corporations. For the purposes of this Strategy that range encompasses private financial institutions; industry and trade associations; private foundations[1]; research and special purpose institutions; and consortia, sometimes, formally not-for-profit, that represent for profit interests.

Partnerships

There are many forms of collaboration with private sector entities. These can vary from ad hoc collaboration to comprehensive long term partnerships. Not every type of collaboration necessarily constitutes a partnership. Collaboration is considered a partnership when it concerns a voluntary and collaborative relationships between various parties, both State and non-State, in which all participants agree to work together to achieve a common purpose or undertake a specific task and to share risks, responsibilities, resources, competencies and benefits.

The Strategy for Partnerships with the Private Sector describes partnerships as cooperation and collaboration between FAO units and external parties in joint or coordinated action for a common purpose. It involves a relationship where all parties make a contribution to the output and the achievement of the objectives rather than a solely financial relationship.

Procurement (where FAO pays for goods or services) is not considered a partnership.

1 This category includes foundations and consortia that are funded by private sector companies.

CONTENTS

This document consists of five main parts:

- **Section I** Provides a brief Introduction and describes the rationale for partnering with the private sector.

- **Section II** Presents the Principles underlying FAO's engagement with private sector entities. These derive from overarching UN Principles that are combined with FAO's specific experience and understanding of critical issues related to the mandate of FAO.

- **Section III** Provides Guidance for developing and managing partnerships with the private sector. It primarily addresses operational aspects and provides step by step guidance for the development of partnerships. Particular attention is given to risk assessment and management, as emphasized by the Strategy for Partnerships with the Private Sector.

- **Section IV** Explains the Procedures that are to be followed in order to establish a partnership. The main purpose of these procedures is to ensure that the proposed partnership supports the FAO Strategic objectives and preserves FAO's neutrality and impartiality.

- **Section V** Provides further guidance on specific aspects of partnerships, such as receiving funds for FAO's programmes, participation in meetings, and staff exchanges.

Staff seeking further information, specialist advice, and guidance regarding private sector collaboration should contact the Office for Partnerships, Advocacy and Capacity Development (OPC).

I. INTRODUCTION

1.1 The Rationale for Partnering with the Private Sector

FAO recognizes the private sector as a key stakeholder in the fight against food insecurity, malnutrition and rural poverty, and in achieving sustainable use of natural resources. FAO thus acknowledges the contribution that better coordination and collaboration between the public and private sector can make to the delivery on the Organization's Strategic Objectives. The Organization takes a proactive approach to capturing the benefits of closer collaboration with the private sector. In this regard, FAO will consider engaging with private sector entities ranging from farmer organizations, cooperatives, and small and medium enterprises (SMEs) and local companies, to private foundations and the largest international corporations and their trade associations.

The rationale for partnering with the private sector is further explained in the FAO Strategy for Partnerships with the Private Sector, which identified the following objectives:

a) assisting governments in enhancing coordination and collaboration with the private sector to boost agricultural production and food supply, to increase incomes, and to enable the provision of employment, services and goods, in isolated and vulnerable areas where access to markets are particularly difficult;

b) helping FAO achieve its five Strategic Objectives as 'development outcomes' in FAO's new Strategic Framework, at local, national and international levels;

c) enhancing the involvement and participation of the private sector, as an observer, in international fora related to FAO's mandate, and encouraging the private sector to respect relevant standards set by such fora and Members through FAO's governing bodies; and

d) Enhancing the participation of the private sector, through financial and non-financial contributions, in FAO's activities, including the sharing of lessons learnt and development of best practices.

When considering partnerships, one should always keep in mind that partnerships are a means towards the aim of achieving FAO's Strategic Objectives. Partnerships are not an aim in themselves.

1.2 Areas and Types of Engagement

The 2013 FAO Strategy for Partnerships with the Private Sector describes the main areas and types of engagement between FAO and private sector entities: development of technical programmes; policy dialogue; advocacy and communication; norms and standard setting; knowledge management and dissemination; mobilization of resources.

The Strategy recognizes that there are different modalities for collaboration with the private sector and that FAO can play different roles in partnerships.

OPC, as suggested by Members, and in collaboration with relevant technical divisions, is building a corporate repository of good practices from ongoing and past partnerships.

II. PRINCIPLES

2.1 Introduction to Principles

The Guidelines on Cooperation between the United Nations and the Business Sector (2009) aim to facilitate the formulation and implementation of partnerships between the United Nations and the Business Sector in a manner that ensures the integrity and independence of the UN. These take into account the UN Global Compact Principles[2] *(Box I)*.

Among the various sets of Principles, one can distinguish between two groups of principles:

1. Principles for the selection of partners: These relate to the nature and behaviour of the partner concerned and are largely based on common UN criteria in the areas of human rights, labour standards, the environment and anti-corruption *(2.2)*[3]

2. Principles for partnerships: These relate to the mode of collaboration and consider potential risks that are specific to the envisaged joint activities *(2.3)*[4]

Before developing a partnership, it is important to be familiar with these Principles.

2.2 Principles for the Selection of Partners

The UN Global Compact's Ten Principles (Box 1) serve as a point of reference to assess the nature and behaviour of potential partners. This can lead to the exclusion of partners with poor performance in areas such as human rights, labour standards, the environment, and governance issues such as corruption, and to consideration of those with a strong Corporate Social Responsibility (CSR) record. All prospective partners should be assessed against these principles[5].

2 The UN Global Compact's Ten Principles in the areas of human rights, labour, the environment and anti-corruption are derived from:

- The Universal Declaration of Human Rights;
- The International Labour Organization's Declaration on Fundamental Principles and Rights at Work;
- The Rio Declaration on Environment and Development;
- The United Nations Convention Against Corruption.

3 The FAO Organization-wide Strategy on Partnerships (2010) provides Guiding Principles that are based on these common UN principles

4 The FAO Guiding Principles are annexed to the FAO Strategy for Partnerships with the Private Sector.

5 The website of the Global Compact includes a database of companies that have declared to pursue improvements on meeting these 10 principles. Inclusion is based on declared intention and reporting by the companies themselves and does not constitute an independent assessment. Being on the list at best can be regarded as indicative of a company's consideration of these Principles within its business operations. It does not imply companies have been cleared to partner with FAO by OPC, nor does it provide a guarantee that there are no issues with the companies concerned.

Box I: The UN Global Compact's Ten Principles

The UN Global Compact asks companies to embrace, support and, enact, within their sphere of influence, a set of core values in the areas of human rights, labour standards, the environment and anti-corruption:

Human Rights

1 Businesses should support and respect the protection of internationally proclaimed human rights; and

2 make sure that they are not complicit in human rights abuses.

Labour standards

3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

4 the elimination of all forms of forced and compulsory labour;

5 the effective abolition of child labour;

6 the elimination of discrimination in respect of employment and occupation.

Environment

7 Businesses should support a precautionary approach to environmental challenges;

8 undertake initiatives to promote greater environmental responsibility; and

9 encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

10 Businesses should work against corruption in all its forms, including extortion and bribery.

In addition, FAO refers to exclusionary criteria used by other UN agencies. For example, FAO will not partner with any company that has disregarded UN sanctions, and/or that is involved in firearms and munitions, gambling (other than lotteries), tobacco and/or pornography, and alcohol.

Furthermore, and where relevant, criteria related to the adherence of voluntary standards that FAO has developed should be considered. These include, for instance, the International Code of Conduct on Pesticide Management, the Code of Conduct for Responsible Fisheries, and the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the context of National Food Security.

Finally, in cases where a prospective partner is also a supplier or contractor to FAO, it will need to be ensured that there is no conflict of interest.

2.3 Principles for Partnerships

The following general Guiding Principles from the FAO Organization-wide Strategy on Partnerships, are applicable to all collaborative arrangements, including those with the private sector, civil society organizations (CSOs), non-governmental organizations (NGOs), academia and research institutions, and producers' organizations and cooperatives. These principles should be applied whenever the Organization is reviewing existing partnerships or considering entering into a new partnership or collaboration.

- A partnership should lead to a clear and mutual added value in terms of results relevant to shared goals and objectives, weighted against costs and impediments.
- A partnership should serve as a means for greater effectiveness in supporting international governance of agriculture, including through concrete results, in line with FAO's goals and Strategic Objectives.
- Partnerships should be based on the comparative advantages of each partner.
- The nature of the role of FAO in a partnership, which could be that of a leader, facilitator or participant, should be determined by the nature and relevance of inputs and services to be provided.
- FAO must at all times preserve its neutral and impartial role in partnerships and act in a transparent manner while at the same time avoiding any conflict of interest.
- The implementation of global partnerships should take into account conditions and requirements at regional and country levels.

Partnerships may or may not have a resource mobilization component.

In addition to the above general principles that apply to all partnerships, the FAO Strategy for Partnerships with the Private Sector provides further principles that specifically apply to all FAO partnerships with

the private sector. These are aligned with the UN Business Guidelines and similar principles of other UN agencies and the World Bank:

a) Alignment with UN guidelines and international agreements: Compliance and alignment with common UN guidelines is a prerequisite for a mutually beneficial partnership;

b) Conformity with FAO's mission, mandate, objectives and work programme. Partnership activities must be consistent with FAO's mandate and should enhance the effectiveness of its work programme. FAO does not enter into partnership: with organizations or enterprises whose products and services, programmes, or methods of operation, are judged by the Organization to be unethical or otherwise antithetical to its mandate; or into partnerships that might in any way undermine the Organization's credibility with Member Governments as a steward of public trust and funds;

c) Common objectives and mutual benefits: A prerequisite of a partnership is alignment in mission and mandate, as well as long-term objectives;

d) Non-exclusivity with no preferential treatment, unfair advantage or endorsement: No contribution may be construed as an FAO endorsement of any product or service, nor will FAO enter into any agreement that excludes the right to negotiate similar arrangements with other partners. Under no circumstances will a voluntary contribution from a private sector entity entitle that entity to special consideration in FAO recruitment, participation in meetings, procurement or contracting procedure or give the appearance of any such favourable treatment;

e) Neutrality and integrity: Partnerships must ensure that the neutrality of the Organization is maintained and the integrity, independence and reputation of FAO are not put at risk. In particular, declarations of interests are to be made explicit for policy, normative, knowledge production and dissemination work included in the partnership agreement;

f) Accountability of all parties with clear and agreed responsibilities: Partnership activities will be designed and implemented in a manner that ensures clear and agreed responsibilities and accountability by all partners;

g) Transparency: Joint FAO/private sector initiatives will be fully transparent. Information on agreed activities will be publicly available and may be reported in documents to FAO's Governing Bodies. In partnership activities where business confidentiality is necessary or proprietary knowledge is a factor, exceptions to full transparency may be agreed on the basis of narrowly established criteria and explicit on the partnership agreements;

h) Sustainability: Partnership activities should be planned to promote economic, environmental and social sustainability and to make optimum use of a partner's resources. A mutually agreed process for the monitoring and evaluation of partnership projects should be built into the project design;

i) Respect for intellectual property in delivery of public goods: There will be consultation and prior agreement between FAO and private sector partners regarding specific activities that could generate material subject to copyright, patent or other intellectual property jurisdiction;

j) Scientific credibility and innovation: Partnership activities should be defensible in terms of objective scientific judgment. FAO will further develop this principle to ensure that scientific credibility is protected.

III. GUIDELINES

This section aims to provide practical guidance to staff involved in initiating and developing partnerships. The Office of Partnerships, Advocacy and Capacity Development (OPC) should be contacted at the beginning of the process in order to give further guidance and to ensure corporate approaches. Moreover, should any corporate meeting be foreseen between the private sector and FAO Staff, OPC should be informed from the outset. In this regard, OPC will provide support to assess benefits and risks of a potential partnership.[6]

3.1 Initiating and Developing Partnerships

Step 1: Identification of Potential Areas for Collaboration and Appropriate Partners.

Only partnerships aligned with FAO's Strategic Objectives will be considered. This means that staff are encouraged to explore possibilities for partnerships that can leverage the delivery of organizational outputs, and products and services, and to play an active role in the identification of appropriate partners. A proactive approach involves the following:

1. Output teams, divisional technical teams or country offices would determine for which areas of the work programme there is a specific potential to leverage the delivery of organizational outputs through private sector involvement, and what would be the scope of the proposed collaboration.

2. Once the areas of the work programme have been identified, it should be determined which private sector entities would be the most suitable prospective partners and in which spheres collaboration could be developed. Principles listed in 2.2 should be considered when selecting partners. At this point, the initiator should contact OPC to obtain a first assessment as to whether the proposed partner meets FAO requirements.

3. The initiating FAO staff member, with the support of OPC, should then approach those potential partners to explore the possibilities for collaboration. Depending on the needs and scope of the envisaged cooperation, exploratory contacts could take place on a one-to-one basis with specific private sector entities, or as an open invitation to a group of private sector entities within a specific sector to explore potential for collaboration to address a specific issue[7]. Principles listed in 2.3 should be considered when designing collaborative arrangements.

In this manner, partnerships are well aligned with FAO's mandate and strategic objectives, and the most suitable partners would be selected. Such an approach reduces risks and provides motivation and ownership by staff developing these partnerships.

In many cases the initiative will be on the side of the private sector entity. In responding to such requests for partnership with FAO, staff should first determine whether (i) the proposed partnership is relevant to the work of FAO, (ii) it has clear potential to contribute to the delivery of the results stated in the Strategic Framework, (iii) an officer is willing to take responsibility for the proposed partnership within the scope of his/her work. It then should be determined whether this is the most suitablecompany for this purpose,

6Further guidance on OPC's role and on the partnership approval process can be found in the Director-General's Bulletin No. 2014/14

7For instance: If FAO would identify that crop insurance schemes are important as social safety nets, then a broad selection of financial and insurance companies could be invited to an initial roundtable to explore the possibilities for collaboration.

whether it meets the principles in Section 2 and what the benefits and risks are of the proposed activities under this partnership. OPC should be informed and consulted. If country level activities are involved, the Country Office would need to ascertain the concurrence from the government to the proposed partnership.

OPC may take the initiative to develop global partnerships that are mainly aimed at fund-raising and do not have a specific technical focus.

Box II: Elements to be Addressed when Developing a Partnership

a) The scope, purpose and/or rationale of the partnership should be specified and reference the FAO Strategic Objective, Organisational Output, and/or product and service to which it will contribute. It must be clear that the proposed partnership provides a benefit to FAO or its Members.

b) A time bound work plan should be drawn up with clearly agreed activities, timeframe and envisaged results of the partnership.

c) The roles and responsibilities of each partner are to be specified in the work plan, including those of the Government if in-country activities are involved.

d) If the partnership foresees joint activities at country level, the government priorities and CPF should be referenced. The FAO country office and the Government must: (i) review the partnership to assess whether it makes an adequate contribution to the Country Programme Framework (CPF), and (ii) endorse the partner.

e) The proposed partnership must be supported and endorsed by the technical unit(s) responsible for the concerned area(s). An officer from the leading technical unit or from the respective Decentralized Office, should be assigned responsibility for day-to-day management of the partnership. If more than one technical unit is involved, the responsible officer should obtain clearance from the Director of the other units concerned.

f) The resources (both financial and in-kind) that each partner is committing should be specified. The proposed partnership must have a clearly positive cost/benefit ratio for FAO, taking into account that all partnerships involve FAO staff time and may also involve other costs (e.g. travel).

g) Any real or perceived risk to FAO’s impartiality, independence or reputation stemming from this partnership is to be determined and requires a description of how the identified risk will be managed.

h) A strategy for long-term sustainability, termination or up-scaling of the initiative is to be outlined.

i) The modalities for the management of the collaboration should be clearly indicated, including: provisions for monitoring and evaluating the partnership; channels of communication to be used; promotional and visibility agreements; a process for conflict resolution (these elements are usually included in the agreement).

j) j. Implementation challenges (operational risks) related to the set of assumptions made and measures to address them are to be mentioned in the context of achieving the objectives of the partnership. For long-term comprehensive partnerships it may be desirable to conduct a feasibility study.

k) k. Proposed activities should meet relevant general requirements of FAO, such as, the new social and environmental requirements.

OPC should be contacted if support is needed in defining these elements.

Step 2: Designing the Partnership

Once an area of collaboration and a prospective partner have been identified, more specific elements of the partnership can be determined. Box II provides a check list of requirements that need to be addressed. Several of these eventually are to be covered in the legal instrument chosen to formalise the mode of collaboration. The design process should ensure close dialogue between the partner, the responsible technical FAO unit(s) and OPC. If regional and /or country-level activities are envisaged, FAO decentralised and country offices should participate. FAO's Technical Cooperation Department (TCSR) should be involved if a resource mobilization component is envisaged.

Step 3: Risk Assessment

It should be determined whether there are any reputational risks to FAO and whether and how these can be managed. Risk assessment and management is an important step, which is explained in detail in section 3.3. OPC and the Private Sector Focal Points are available to provide guidance.

Step 4: Choose the Legal Instrument

Available legal instruments to formalise the partnership are explained in section 3.2. Guidance can be obtained from the Legal Office (LEG) to best determine which instrument is the most adequate[8].

Step 5: Follow the Mandatory Appraisal Procedure.

In order to safeguard against reputational and other risks to FAO, all partnership proposals need to pass through a formal risk assessment procedure led by OPC that is described in Section IV. Therefore it is recommended to contact OPC at a very early stage of a proposed partnership.

3.2 Instruments to Formalise Partnerships

There are many forms of collaboration with private sector entities. These can vary from ad hoc collaboration to comprehensive long term partnerships. Not every type of collaboration necessarily constitutes a partnership. Collaboration is considered a partnership if it involves active engagement of two or more partners with a long term commitment towards achieving a common goal.

Most collaboration and all partnerships must be governed by an appropriate written agreement, amongst the parties, that formalizes what has been agreed and protects the interests of the Organization. An agreement is a document that creates legally binding obligations for the signatories and includes: Memorandum of Understanding (MoU), exchanges of letters, contribution or donor agreements, as well as other formal arrangements. The details for the preparation, clearance and signature of agreements are provided by DGB 2014/13 on Procedures for the Preparation, Clearance and Signature of Agreements[9]. All agreements for partnerships with private sector entities should: meet the requirements included in DGB 2014/13; be cleared by the Legal Office (LEG); and be endorsed by the Sub-Committee for the Review of Financial and other Agreements. When necessary, agreements will need to be approved by the Partnerships Committee and the Office of the Director-General (ODG). For partnerships with a resource mobilisation component, TCSR will assist in obtaining all necessary clearances related to the receiving of funds.

8 Director-General's Bulletins No. 2014/13 and No. 2014/14

9 Available at: http://intranet.fao.org/fao_communications/from_the_director_general/director_generals_bulletins. DGP 2013/14 supersedes DGB 99/9.

Agreements such as Memoranda of Understanding, partnership agreements, collaboration agreements, etc. are used to establish a framework for collaboration and do not entail any financial commitment for the Organization. If a resource mobilization component is foreseen, donor agreements are used to receive financial contributions from the private sector, and TCSR should be involved in the process.

If the partners consider that a MoU will be the most appropriate instrument to consolidate the collaboration, and more time is required to formulate a detailed work plan, while there is political pressure to sign, then it may be advisable to start the formalization process with signing a Letter of Intent (LoI). A LoI establishes the intention and process for the preparation of a more comprehensive agreement[10].

Section V provides further information on mechanisms for receiving funds from private sector entities.

3.3 Risk Assessment and Management

Adopting an open approach to private sector partnerships requires adequate mechanisms to identify and manage potential risks that could affect FAO's intergovernmental character, independence and impartiality. Such risks could include: conflict of interest; undue influence on standard setting and policy development; and unfair advantage to specific companies, for instance.

Therefore, FAO staff should act with appropriate caution in the development of any collaboration which may present a risk to the Organization's status, reputation or neutrality.

3.3.1 What Are the Main Risks

Reputational risk refers to activities that may affect FAO's image, independence and neutrality. Member States rely on the Organization for impartial advice and thus expect FAO to safeguard its independence and neutrality. Any activity that could put FAO's impartiality at risk, or cast a doubt, may have damaging impact on its reputation. Safeguarding the Organization's independence and neutrality is therefore of paramount importance. As private companies often have specific interests, partnerships with the private sector generally require a high degree of scrutiny, particularly where it involves large companies whose business practices are impacted by FAO's role in standard setting and international policy development within the domain of food and agriculture.

Some of the main factors that can create reputational risk are:

Partners with an image issue: Partnering with companies that have a tarnished reputation and /or a negative public image can affect FAO's reputation. This would include companies that are on record for tax evasion, fraud, human right abuses, child labour, and environmental or social issues, and that have led to legal international scrutiny, civil litigation, or other instances. Companies should not be considered as potential partners if they have not complied with the Principles described in section 2.2 or if they have failed to remedy such infringements, as listed above. However, consideration could be given to those companies that have taken adequate measures to mitigate such issues and to prevent repetition. There would need to have been non-occurrence of similar issues over an appropriate period of time.

Conflict of interest: Conflict of interest arises when commercial interests of a private sector partner might direct its advice or other support in a manner that puts its own commercial interest above the public interest, and as such no longer meets FAO objectives of impartiality. Conflict of interest may also arise when

10 This is in recognition that a detailed work plan may involve different staff members and may require time for its development.

contractors or suppliers to FAO offer financial or other support to the Organization, or stand to benefit from downstream activities initiated by upstream advice.

Undue influence: Undue influence is a specific form of conflict of interest and refers to collaboration with a private sector partner that would influence policy or standard setting to its own benefit and at the expense of the public interest. This is one of the biggest risks to FAO and other specialised UN agencies with standard setting responsibilities. Industry sectors whose products are subject to FAO standard setting or policy development, therefore, require careful scrutiny to prevent any activity that may result in, or create a perception of, direct or indirect influence. It is important, for FAO to solicit private sector views, while maintaining full independence in decision taking.

Unfair advantage: Unfair advantage concerns activities that provide unfair commercial advantage to a specific company. Any partnership that enhances access to markets should be open to all companies in that sector. Partnership arrangements should not result in exclusive relationships that bar competitors. In addition, any perception that partnership arrangements constitute endorsement of a company or its products should be carefully avoided.

Lack of transparency: Trust in partnerships requires transparency. In order to partner with FAO, private sector entities should accept that all aspects of the partnership are public and transparent. FAO, at all times,

has the right to publish any information about the partnership. Annual reports of the partnership will be publicly available.

A particular risk area is popularly referred to as "blue wash". It concerns cases where companies primarily wish to collaborate with FAO or other UN Agencies in the hope of deriving image benefits. Specifically, companies with past or recent image issues may be keen on being seen as a partner of FAO. Particular attention to cases where potential partners might be driven by image considerations is thus important.

In many industrial sectors it is common practice to support networks of lobbyists who serve to defend the interest of the companies concerned in regulatory matters and policy making. Lobbying is increasingly done through proxies or front organisations, which may include organisations that are funded by the industry but purport to be public interest organisations. It can also include academic institutions whose research is funded by the concerned industry. The source of funding of an organisation or a research programme generally provides a useful indication of its interests.

3.3.2 Managing Risk

FAO will not partner with private sector entities that do not comply with the Principles provided in Section II.

Once risks have been identified, the Responsible Officer should assess whether the risk is manageable and decide in consultation with OPC whether or not to proceed with the partnership. Risks can be managed in several ways. Examples of approaches include:

- Confinement of activities to safe areas of collaboration. If there is a potential risk of undue influence, it may be possible to agree on certain activities that involve limited risk and to exclude collaboration areas that involve high risk. In the past, risk of undue influence, for instance, has been limited by defining a narrow scope for joint field activities and excluding activities that relate to international policy development.

- In some cases it is possible to avert certain risks by incorporating specific clauses in the partnership agreement.

- In cases that present both high potential benefit and high risk, a solution could be to follow a step-by-step approach in work plan development and implementation with close and regular monitoring.

- Ensuring full transparency and adequate communication is an important risk management tool. OPC in co-ordination with the Office of Corporate Communications (OCC) can advise on how best to use communication to ensure transparency.

A partnership may have potentially high benefits, but also high risks. If after due consideration it is decided to proceed with such a partnership then it is important that the Responsible Officer and the Supervising Director closely monitor all activities undertaken throughout the partnership. Annual reporting and OPC monitoring (See 4.4) will further contribute to risk management. In the past, there have been several partnership proposals that provided high benefit and low risk to the company concerned, while for FAO it was perceived as high risk with low benefit. Therefore, the risk-benefit ratio should be a consideration when reviewing partnership proposals. It may not be worth the effort to enter into arrangements with high risk and low benefit to FAO or its Members. Likewise it may be worth the effort of having to manage limited risks if the benefits are potentially high.

Besides real risk, there also may be perceived risks that, for instance, stem from seemingly unlikely and, at first sight, inappropriate partners. Even though the real risk of such a partnership may actually be limited, it should be scrutinized in order not to create perceptions that inadvertently affect FAO's image.

3.3.3 Protecting FAO's Independence in Policy Development and Standard Setting

Involvement of the private sector in consultative processes for policy development and standard setting activities is important because they often can provide valuable contributions, particularly regarding practical aspects of implementation. However, particularly in standard setting and policy development there can be areas of conflict between commercial interests of companies and the public interest. In such cases, involvement of the private sector should be managed with great care as this may pose a threat to FAO's neutrality and independence. In this regard, it has been common practice among UN Agencies involved in standard setting to consult private sector stakeholders, but to exclude them from actual decision making because of the potential conflict of interest. Other approaches to reduce risk of undue influence include:

- In consultative mechanisms related to standard setting or policy development, adequately balanced representation between stakeholders from the private sector and the civil society should be ensured.
- When selecting private sector stakeholders for participation in such mechanisms, preference should be given to associations of companies rather than individual companies.
- Draw clear lines between consultation and decision-making. In standard setting mechanisms, it is common practice to assign observer status to private sector entities. This means they can give their opinion, but are excluded from decision-making.
- Maintain full transparency. It should be clear from meeting reports what inputs private sector entities made to the discussion and who was involved in the decision making.
- Members of advisory or expert panels should complete and submit a Declaration of Interest (DoI). This helps avoid that, unknown to others, members have close ties with private sector entities that may be affected by standard setting or policy development. Several expert panels have already established DoIs. For further information, and examples of DoI forms, contact LEG.
- Funding from private sector entities for activities that contribute to FAO decision making process, such as research, training to better understand the issues, preparatory meetings, etc. may only be accepted in exceptional cases, provided that well-defined conditions, that are being monitored, ensure exclusion of conflict of interest. See 5.1 for detailed guidance.
- In order to hear the views of a broad range of private sector representatives in consultative mechanisms, including those from developing countries, a proactive approach to their selection would ensure balanced consultative groups, both geographically and concerning interests.

3.4 Termination of Partnerships

All partnerships should be time bound and serve to achieve a specific purpose. The partnership agreement spells out the duration, conditions and modalities for modification, extension or termination. If any specific and sensitive issues arise during the implementation of the partnerships, the Responsible Officer should contact OPC and LEG to jointly determine how to address and solve the issue, and, if necessary, contemplate the possibility of termination.

IV. PROCEDURE

4.1 The Screening and Approval Process

In order to assess and manage risks, FAO has put in place a comprehensive screening and approval process for partnerships. This process is described in the Strategy for Partnerships with the Private Sector and further details are provided in DGB 2014/14 on Review of Partnerships with Non-State Actors and composition of the Partnerships Committee (PC) and the Sub-Committee for the Review of Financial and other Agreements (SubCom-RFA). It applies to all partnerships with private sector entities.

Following the formulation of the partnership proposal by the originator (Section III), a screening and approval process consisting of three steps is initiated.

Step 1- Screening
OPC preliminary screening

Step 2a - Review
SubCom-RFA conducts review of partnership proposal and either approves it or refers it to PC.

Step 2b - Review
PC review and final decision on referred cases.

Step3 - M&E
Monitoring, evaluation and reporting by responsible technical officer and OPC.

Annex I provides a more detailed flow diagram that specifies responsibilities of the originator of the request and of OPC. It also provides time frames for each step.

Step 1: Preliminary Screening – OPCP

All partnership requests should be directed to OPC through the Partnership Committee inbox *(Partnership-Committee@fao.org)*.

Each partnership request should include:

1. A Partnership Screening Form[11] with the Applicant Box to be completed by the originator.
2. An "Information Note" with the required information (see below), including a description of proposed activities and a work plan.
3. Any relevant background or correspondence.
4. A draft agreement, if already available

11 The Partnership Screening Form and a template for an Information Note are available on the intranet.

The originator of each partnership request should clearly identify:

- the Responsible Officer, who will be responsible for: (i) day-to-day management of partnership activities; (ii) risk management; (iii) contacts with the Partner; (iv) annual reporting.
- the Supervising Director, who will accept supervisory responsibility and accountability;
- Strategic Objective, Organizational Outcome, Output and Services/Products the collaboration will support;
- the rationale for selecting the proposed partner (what is the comparative advantage of the partner?);
- the planned activities and a first work plan (the latter is to be included as an Annex to the draft agreement);
- the envisaged benefits to FAO's work or its Members;
- a proposed timeframe for implementation. All partnership agreements will have a duration of three years maximum, which can be extended if desirable and if performance is deemed satisfactory;
- Identified risks, if any, and proposed risk management measures.

If activities are foreseen at the national level, it should be indicated to which element of the Country Programming Framework (CPF) the proposed partnership will contribute. It should also be confirmed that the government has endorsed the proposed partner.

Incomplete requests (e.g. no Responsible Officer identified) will be returned for completion. Please contact OPC if assistance is needed in preparing a partnership proposal.

OPC will conduct a preliminary screening of potential partners against the UN Global Compact's Ten Principles, exclusionary areas, Guidelines on Cooperation between the UN and the Business Sector, the UN vendor ineligibility lists, FAO corporate risk factors, including "hot topics" particularly relevant to FAO's areas of work (E.g. Genetically Modified Organisms (GMO), Indigenous People, Land Grabbing, Abusive/Illegal Fishing, Agricultural Commodity Speculation, Animal Transportation and/or mistreatment) and existing Corporate Social Responsibility (CSR) standards.

Preliminary screening also involves checking whether the proposed partner has a commercial relationship with FAO, for instance as supplier or contractor. Such cases would require additional safeguards against conflict of interest.

In order to ensure an effective preliminary screening, OPC utilizes external due-diligence service providers to both identify best performing private partners and to also screen out entities that could pose significant risks to FAO. Use of such services is common practice within the UN system.

If necessary, OPC can request the originator to provide more detailed information. In cases where the private sector company is a national Small or Medium Enterprise (SMEs), FAO's country offices might be requested to assist OPC in researching relevant information for the preliminary screening process.

OPC works with technical units, decentralised offices and other units to:

- assist with revising and fine-tuning the focus of the partnership and offers guidance on advancing the preparation of a partnership proposal;

- facilitate the scoping exercise and analysis needed to examine the potential of the involvement of non-State actors in delivering FAO's programme of work;
- support the preparation of a consolidated partnership proposal with inputs and views of all involved parties (originating unit, technical units, decentralised offices, OPC);
- assist FAO staff on the identification, exploration of mutual interests, negotiation and concretization of a partnership.

OPC recommends eligible proposals to be passed on to the Subcommittee for Partnerships (SubCom-RFA) for review, or halts the proposal if it is not in line with UN principles and FAO's risk factors.

Step 2: Review

A: Review by the Sub-Committee for Review of Financial and other Agreements

The Sub Committee for Review of Financial and other Agreements (SubCom-RFA) conducts an in-depth-analysis of the partnership proposal. It will consider the specific nature of the proposed activities and possible risks and benefits associated with each proposal, with particular attention to conflict of interest, financial risk, threat to neutrality, independence or scientific credibility, and risk of providing unfair advantage or exclusivity. If the proposal is deemed not likely to present significant risks, the SubCom-RAF will approve the partnership. If the partnership is deemed to potentially present significant risk, or when there is no consensus about the risk level among SubCom-RFA members[12], OPC will submit the SubCom-RFA assessment to the Partnership Committee for a final decision. The SubCom-RFA may specify measures, conditions and contractual clauses necessary in order to avoid potential problems related to conflict of interest, image, governance and codes of conduct and reviews and examines the operational context of a partnership proposal. If the Sub-Com-RFA identifies risk that requires further attention, OPC will generally first contact the originator to determine whether there may be solutions to avert the risk.

B: Review and Final Decision by the Partnership Committee

The Partnership Committee (PC) comprises representatives from senior management. It will assess, evaluate and take final decisions on cases referred by the SubCom-RFA. The PC can: endorse the proposal; reject the proposal; or request further information[13].

Membership and mandate of the SubCom-RFA and the PC are described in DGB 2014/14 on Review of Partnerships with Non-State Actors and composition of the Partnership Committee and the Sub-Committee for the Review of Financial and other Agreements.

The review process described complements but does not substitute, neither for ODG or LEG approval of agreements, nor for the review processes for partnerships with a resource mobilization component.

For further information, Terms of Reference of the SubCom-RFA and Partnership Committee members are annexed to this Principles and Guidelines document (see *Annex II*).

12 The consensus for the SubCom-RFA is reached by 6 out of 8 voting members as per Director-General's Bulletins No. 2014/14

13 Membership and mandate of the SubCom-RFA and the PC are described in DGB 2014/14 on Review of Partnerships with Non-State Actors and composition of the Partnership Committee and the Sub-Committee for the Review of Financial and other Agreements.

Step 3: Monitoring and Reporting

OPC has established a system for monitoring the implementation and achievements of partnerships. This will be applied across the Organization in liaison with the Responsible Technical Officers (RTO). RTOs prepare an annual progress report for the partnership(s) for which they are responsible. OPC then consolidates these reports into an official annual report to FAO's Governing Bodies.

OPC also maintains a partnership database and repository of Best Practices. The database will contain information on past and ongoing partnerships and be accessible to all staff.

4.2 Roles of Headquarters and Decentralised Offices

The Office for Partnerships, Advocacy and Capacity Development (OPC):

OPC has the overall responsibility within FAO for facilitating partnerships with the private sector. OPC is the primary repository for expertise, documentation and guidance on partnerships and serves as responsible for political relation with non-state actors. In this regard, OPC provides advice on how to manage the corporate relations with these types of partners and is to be informed at an early stage if a potential collaboration is foreseen. It provides a help-desk service that is available to provide advice or practical assistance at all stages of development or implementation of partnerships. Its tasks further include:

- provision of training on developing and implementing partnerships to FAO staff;
- monitoring and evaluation of ongoing partnerships;
- maintaining the FAO intranet and external websites on partnerships with the private sector;
- annual reporting to Governing Bodies on partnerships with the private sector and CSOs;
- inviting non-state actors to participate in meetings held at FAO.

Partnership Focal Points: Regional Offices and relevant Divisions at Headquarters have assigned an officer to serve as focal point for all partnerships with non-state actors, including the private sector. Their role is to liaise with OPC on all matters pertaining to partnerships in their Division/Region and to provide support to staff in their region with regards to identification, design and submission of all partnerships.

Output leaders and delivery managers: Under the new Strategic Framework, output leaders and delivery managers should take the initiative to conduct meetings to determine whether there is a potential for partnerships that can help leverage delivery under specific outputs. Delivery managers shall inform OPC on specific partnership proposals or potential partnerships resulting from this process. If delivery managers should need advice, they can contact OPC.

FAO Representations: Under the decentralised structure, FAO Representations are encouraged to play a pro-active role in the identification of potential partnerships that support CPF implementation and the subsequent development of partnerships in close collaboration with the Government. Assistance can be requested from the Regional Focal Points or OPC. These Guidelines need to be followed and approval remains with FAO HQ as described above in this section.

Headquarters Technical Divisions: All partnership proposals that originate from Decentralised Offices or non-technical HQ units, need to be cleared by the technical division concerned at HQ for consistency with corporate technical strategies or policies. Once partnerships become operational, the technical Divisions concerned should maintain an oversight role. In many cases, however, this Division would provide the Responsible Officer and Supervising Director.

LEG: Needs to clear all agreements and any requests for use of the FAO logo.

OCC: is responsible for approving the communication products derived from the partnership, including the website, publications and copyright on joint products;

TCSR: Is responsible for supporting agreements involving a resource mobilization component and ensuring compliance with FAO's rules and regulations as well as alignment with partners' requirements. TCSR is also responsible for reporting on the use of such funds.

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4.3 Implementation, Monitoring and Reporting

OPC will maintain a partnership data-base that will be made available on the intranet.

The Responsible Officer for the partnership will provide OPC with periodical[14] progress reports and a final report upon termination of the partnership. The progress and final reports will be made available in the partnership data-base.

Key elements of the reports include: - the results of the partnership (outputs and outcome), - an assessment of costs and benefits to FAO, - the effectiveness of risk management if any risk had been identified, - a description of any issues that have arisen and how these were addressed, - a recommendation as to whether or not to continue the partnership.

OPC will establish a monitoring programme. This will involve review of annual reports and targeted monitoring of high-risk partnerships and partnerships that presented specific issues.

OPC will compile an annual report on partnerships with the private sector for presentation to the relevant governing body. This report will make use of the annual reports that have been submitted for individual partnerships.

14 The frequency of reporting would be determined on a case-by-case basis and depend on the nature and size of the partnership. The frequency should be annually, or as established in the agreement.

V. FURTHER GUIDANCE ON SPECIFIC ISSUES

5.1 Receiving Funds from Private Sector Entities

5.1.1 Guidance on Acceptance of Funds

Acceptance of funds should in no way impair FAO's independence and impartiality.

- The policy of the Organization is to seek and accept voluntary contributions from private sector entities and individuals (hereinafter referred to as "contributors") in the furthering of the policies, aims and activities of FAO, when this can be done without jeopardizing its neutrality, independence and good name.
- Contributions should not be sought or accepted from any contributor whose policies run contrary to the mandate of the Organization, or if association with the contributor would be liable to cause a conflict of interest with or embarrassment to the Organization or such acceptance could be seen as compromising the impartiality of the Organization on major policy issues.
- FAO's position on scientific and technical questions must never be tainted by the suspicion that the Organization's position has been influenced by the acceptance of contributions.
- Special care must be taken if contributions for research and studies are offered by contributors who have a direct interest in the result of such research, that the contributions do not, and are seen not to, influence it.
- Contributions by companies that have a commercial interest in an issue are not, per se, excluded. Indeed, it is natural that contributors should seek to sponsor events or initiatives that are linked to their business. Such contributions should be acknowledged but FAO should not appear to be endorsing a contributor or its products.
- Contributors to meetings, seminars or other FAO events may have their contribution acknowledged in the official records of the event, including their emblem or logo in an appropriate place on the back cover. This should be cleared by OCC.
- Contributions to websites could be acknowledged by placing the logo in the relevant section in the FAO website. If the partnership with the private sector company requires a separate website from FAO.org, this needs to be approved by OCC.
- Contributors may themselves be allowed to publicize the fact that they have made a financial contribution to FAO, but the text of any such publicity must be cleared with FAO beforehand. (OPC, OCC)
- If a publication is funded by contributions, it is appropriate to mention the contribution in a foreword or in a similar section in the publication.
- It would be inappropriate to authorize companies (e.g. food and beverage, or agricultural inputs) to use extracts from FAO publications on its commercial products, as this could be seen as an endorsement of the product. This does not preclude the company from quoting FAO as a source of information in an appropriate manner in other materials.

- Under no circumstances may a contribution be accepted if, by way of its acceptance, a contributor appears to be gaining (or is led to believe he or she is gaining) an inside track to the decision-making process of FAO, whether on policy or internal administrative matters, including procurement and tenders.
- Contributions should not normally be solicited from FAO contractors but, if offered, it must be made clear that acceptance of a contribution will not affect renewal of contracts, treatment in tenders, etc.

The acceptance of gifts and gratuities is governed by AC No. 2006/03. The acceptance of funds for travel and accommodation to enable FAO staff to participate in meetings is governed by special guidance provided by HR and OPC.

5.1.2. Administrative Mechanisms for Receiving Funds

Funds received from the private sector are recorded, managed, accounted for and reported on by FAO like all other voluntary resources received by the Organization. Funds can be provided in an unearmarked, lightly earmarked or earmarked manner.

For partnerships that are not linked to one or more specific activities, FAO advocates for the contribution to be pooled into multi donor Trust Fund projects/programmes (MUL Trust Funds) or the Trust Fund for private sector contributions.

In the case of the latter Trust Fund, allocation to specific activities will be managed through the corporate allocation mechanism led by the Executive Management and Monitoring Team and the Corporate Programme Monitoring Board (CPMB) Working Group.

When proposing to partners the option to contribute in an unearmarked or lightly earmarked manner, their attention must be brought to the fact that, by definition, their funding cannot be earmarked for activities within the programme and that their funds will be pooled with those of other partners. All partners contributing to the same MUL receive the same progress and financial reports. It is strongly recommended that adequate attention be put into clarifying the governance structure when envisaging this option.

When a private sector partner does not wish to contemplate the option to pool its funds into a MUL Trust Fund, a single Trust Fund project will be established to receive and manage the contributions for the activities jointly decided by FAO and the partner.

As for all other Trust Fund contributions, a project proposal (Concept Note) must be prepared in accordance with the new project cycle (reference DGB 2014/53 as well as new guidelines to be made available in FPMIS). Once the project is entered as a pipeline project, a project symbol will be assigned.

In accordance with the above mentioned project cycle guide, a full project document needs to be developed. Project formulators must ensure that all relevant budgetary allocations (including for reporting and evaluation) be included. Funds will be deposited by the partner into an FAO Trust Fund General Account and all expenditures against the project will be charged to the corresponding Trust Fund project.

According to FAO's financial rules and regulations, FAO can accept extra budgetary contributions provided this has no cost to FAO's regular programme funded by assessed contributions. A direct implication of this is that all activities must be funded prior to their implementation. In case of payment by instalments, the final instalment must be received prior to the end of project's activities. Standard Project Servicing cost of 13 % (or 10% for emergency types of activities) will be applied.

5.2 Use of Logo, Co-sponsorship, Co-organization of Events and Patronage

As per the FAO Corporate Communication Policy, specific Guidelines on the use of the FAO logo and a DGB on co-sponsorship, co-organization of events and patronage will become available in 2015. The text of this section may get adjusted once these guidelines are available.

Some of the main points that are most relevant to partnerships with the private sector are:

Use of the FAO logo by other entities implies endorsement by FAO and is therefore very restricted and subject to written permission. Authorization is only granted on the condition that FAO is involved in and has control over the activity (including information products) and that it is in the Organization's interest. *Negotiation and authorization for the use of the FAO logo by other entities is the responsibility of OCC or LEG.*

The FAO logo should never be used for the promotion of any entity, product or service (e.g. advertising or product literature or packaging) or in any way that suggests endorsement of entities, products or services by FAO other than the information product itself.

In some cases, including those arising from multi-partner networks and partnerships, approval for the use of the FAO logo is granted on condition that the logo is accompanied by a qualifying statement e.g. "With the technical cooperation of the Food and Agriculture Organization of the United Nations".

Co-publications should not carry the FAO logo unless there is a specific co-publishing agreement between FAO and the external entity or entities involved in the publication. Approval for the use of the FAO logo in a co-publication does not imply authorization for subsequent editions or derivative products, including translations, which need to be negotiated. Negotiation for the use of the FAO logo in a co-publication is managed by OCC (*@fao.org*).

Use of the FAO logo on external websites needs to be authorized on a case-by-case basis according to the nature of the website, the input provided by FAO and the degree of control that FAO retains over the activity, etc.

The FAO logo can be used for external meetings, conferences or events provided FAO has control of the programme details (i.e. participates in the preparation of the programme) and provides a substantial technical contribution. This type of use implies that the logo will be used in announcements (printed or electronic), invitations, website, conference materials, reports and related information products. Requests for approval to use the FAO logo should be sent to LEG (*LEG-Director@fao.org*), who will grant final authorization, in consultation with OCC and OPC, as appropriate.

The FAO logo should not be used on commercial products or services, or for anything that would result as inappropriate, unrelated to FAO's mandate or that would detract from FAO's image in terms of a brand in any way.

The FAO logo should not be used in conferences where the role of FAO is marginal, i.e. a staff member is delivering a speech or presenting a paper, chairing a panel, etc., particularly when payment of a participation fee is requested.

The FAO logo should not be used in commercial items where the name of the manufacturer is more visible than the logo or where the use of the logo may imply endorsement of FAO of the manufacturer's name and activity, especially in products related to food and agriculture.

5.3 Participation of FAO Staff in Meetings and Advisory or Governance Bodies of Private Sector Entities.

FAO staff must take into account the following provisions if they are invited to participate in an official capacity in meetings or in advisory or governing bodies of private sector entities. These provisions are different from those included in Section 361 of the Administrative Manual which apply to FAO staff wishing to participate in activities outside their official functions.

a) FAO staff are not allowed to participate in advisory or governing bodies of private sector entities in an official capacity. This is inter alia intended to preserve the neutrality of the Organization, to avoid any real or perceived conflict of interest, to avoid situations whereby the Organization will be participating in activities over which it will have no control and to avoid giving preferred treatment to one entity to the detriment of others. Any consortium, organization or foundation, largely funded or governed by private entities, as well as cooperatives, which generally have for-profit orientations, will be considered as private sector. In instances where this definition is not clear (e.g. cooperatives established by social movements) eligibility will be reviewed on a case-by-case basis by OPC.

b) In cases where FAO staff would want to participate in an advisory body of a not for-profit entity that does not represent commercial interests, OPC (in consultation with LEG) will review the proposal and determine whether such participation is in the interest of the Organization, and if so, what would be the most appropriate manner. Approval from the ADG or, when applicable, the DDG concerned should be sought prior to the submission to OPC.

c) FAO staff can participate as FAO's representatives in boards of Multi-Stakeholder Partnership platforms through the appropriate mechanisms and provided that all necessary requirements are met. Proposals for FAO staff participation in Multi-Stakeholder Partnership boards will need to be reviewed and approved by OPC. Approval from the ADG or, when applicable, the DDG concerned should be sought prior to the submission to OPC.

5.4 Staff Exchanges and Secondments

Given the strict rules and procedures governing recruitment at FAO, there is little experience with staff exchanges with the private sector. All proposed secondments and staff exchanges involving private sector entities need to be reviewed by the Partnership Committee and ODG, as these may involve conflict of interest and potential for undue influence. Once a secondment or exchange has been approved, the established administrative procedures for secondments or exchanges need to be followed.

ANNEX I

Diagram of the steps in the review process for proposed partnerships with specific attention for the roles and responsibilities of the originator and OPC.

<table>
<tr><th>Step</th><th>Role of OPC</th><th>Role of Originator of Request</th></tr>
<tr><td>Step 1
Preliminary screening
Estimated time:
2 weeks</td><td>Review submitted documentation for accuracy and completeness.
Screen potential partner against Common UN principles, CSR standards and specific risk factors.
Where necessary, provide feedback/advice to the originator on the documentation submitted.</td><td>If the originator is not a Technical Division, or if the proposal covers areas for which different Technical Divisions are responsible: Obtain clearance from the relevant Technical Division(s).
Prepare the necessary documentation and provide this to OPCP for screening:
Draft MoU specifying the scope of collaboration, roles of partners and areas of engagement;
Work Plan of joint activities (as an annex to MoU);
Specify the Strategic Objective, Organization Outcome, Output and Services/Products the collaboration will support;
Complete the originator section of the partnership form, including:
FAO Officer who initiates the request;
FAO Officer who will manage the partnership (Responsible Technical Officer RTO);
The responsible FAO Supervising Director overseeing the partnership.
Consult with LEG at early stage of development of the MoU (email to LEG Director cc: OPCP).</td></tr>
<tr><td>Step 2 (a)
Review by SubCom-RFA
Estimated time:
1 week</td><td>Submit the complete set of documentation for assessment Responsibility: Secretary of the SubCom RFA (OPCP Chief)
Communicate recommendations /final decision made by the SubCom.</td><td>If SubCom-RFA endorses the proposal, the originator is to provide the necessary follow-up for the signature of the partnership as per the Director General 's Bulletins: No. 2014/13, No. 2014/14. This involves follow-up with LEG to finalize the MoU and follow-up with TCS for any funding arrangements.
If the proposal requires further refining as per the review of the SubCom, the Lead Technical Unit will be required to make the adjustments as specified.</td></tr>
<tr><td>Step 2 (b)
(Only if SubCom refers to PC)
Review by Partnerships Committee (PC)
Estimated time:
1 week</td><td>If no final decision has been taken by the SubCom-RFA, the OPC Director submits the proposal to the PC for review and final decision.
Communicate final decision to the originator and the SubCom-RFA</td><td>If the Partnerships Committee endorses the proposal, the originator is to provide the necessary follow-up for the signature of the partnership as per the Director General 's Bulletins: <u>No. 2014/13, No. 2014/14</u> This involves follow-up with LEG to finalize the MoU and follow-up with TCS for any funding arrangements.</td></tr>
<tr><td>Step 3
Monitoring & Reporting
Estimated time:
continuous - annual reporting</td><td>Provide guidance on monitoring and evaluation of partnerships
Assist with monitoring of partnerships where needed.
Prepare an annual report on the performance of all partnerships</td><td>Monitor implementation of the partnership and consult with OPC when needed.
Provide an annual progress report to OPC</td></tr>
</table>

ANNEX II

Terms of Reference FAO Sub-Committee and Partnership Committee Members

Based on the Director-General's Bulletin No. 2014/14 on the Review of Partnerships with non-state actors and composition of the Partnership Committee and the Sub-Committee for the review of financial and other arrangements (SubCom-RFA), OPC has developed the following Terms of Reference (ToRs) which provide the description of roles and responsibilities within FAO's partnership approval process.

The SubCom-RFA has changed its composition to reflect FAO's revised strategic framework, by appointing a representative from each Strategic Objective (SO). This will ensure that partnerships with non-state actors will support the organization in achieving its five strategic objectives.

Terms of Reference of the SubCom-RFA

- Sets operational procedures, parameters and criteria for the review of partnership proposals;
- Performs an in-depth analysis on FAO's risks factors and examines possible risks associated with technical aspects of the partnership proposal;
- Approves the partnership proposal in cases where there is agreement among at least 7 out of 9 members with voting rights (established quorum);
- Makes recommendations to the Partnership Committee in cases where quorum is not reached;
- Reports as requested on its activities to the Partnership Committee.

Composition:

Secretary: Chief, OPCP

Members: A representative from a Regional Office (on a rotational basis), from TC, LEG, and one representative from each Strategic Objective (SO). All members of the SubCom-RFA are appointed on an ad personam basis (at least at P4 level) and are selected based on their expertise and understanding of partnerships.

Estimated Timing for the Review: 1 week

The Partnership Committee, whose members represent the highest level of the organization, will be responsible for deciding on partnership proposals where the quorum of the SubCom-RFA is not reached.

Terms of Reference of the Partnership Committee

- Decides on the partnership by either endorsing or rejecting the proposal (the quorum for decisions is by consensus);
- Provides guidance and overall direction for FAO to facilitate the interaction with non-State actors;

- Facilitates harmonization and alignment with UN practice and seize opportunities and share FAO experience.

Composition:

Chair: Director-General

Deputy Chair: Directeur de Cabinet

Secretary: OPC

Members: Deputy Director-General, DDO
Deputy Director-General, Coordinator NR, DDN
Assistant Director-General, ES
Assistant Director-General, TC
Director, OPC
Legal Counsel, LEG
An Assistant Director-General of a Technical Department on a rotational basis (not submitting the proposal being considered)
An Assistant Director-General of a Regional Office (on a rotational basis)
Inspector General, OIG, as observer

Estimated Timing for the Review: 1 week

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