



Food and Agriculture
Organization of the
United Nations



Sustainable Food System and Value Chain Development - work and experiences at FAO

Presentation at the 14th COMCEE Agricultural Working Group Meeting

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Overview

- Sustainable food system approach in our work
- FAO-UNIDO 3ADI+ programme
- What do we/SMART do? Program work



Sustainable Food System Approach

- The starting point:
 - What is a food systems approach?
 - Why take a food systems approach?
- The evolution of food systems
- Definition and key concepts
- Ten guiding principles



What is a food system approach in our work?

- Adopting integrated solutions to food system challenges based on a holistic framing and deeper analysis of problems by a multi-disciplinary team.



Why take a food system approach?

- Food systems are rapidly changing, getting more global, complex and interconnected – we need to change along with this
- It allows for better framing, analysing and solving of problems to tackle challenges or take advantage of new opportunities



Evolution of Food Systems

Population growth, urbanization, globalization,
technological innovations, lifestyle changes, sustainability concerns

Traditional (pre-industrial)



Modern (industrial)



Alternative (post-industrial)





Food system definition

Food systems encompass the entire range of **actors** and their interlinked value-adding **activities** involved in the production, aggregation, processing, distribution, consumption and disposal of agri-food products that originate from **agriculture, forestry or fisheries**, and parts of the broader **economic, societal and natural environments** in which they are embedded.



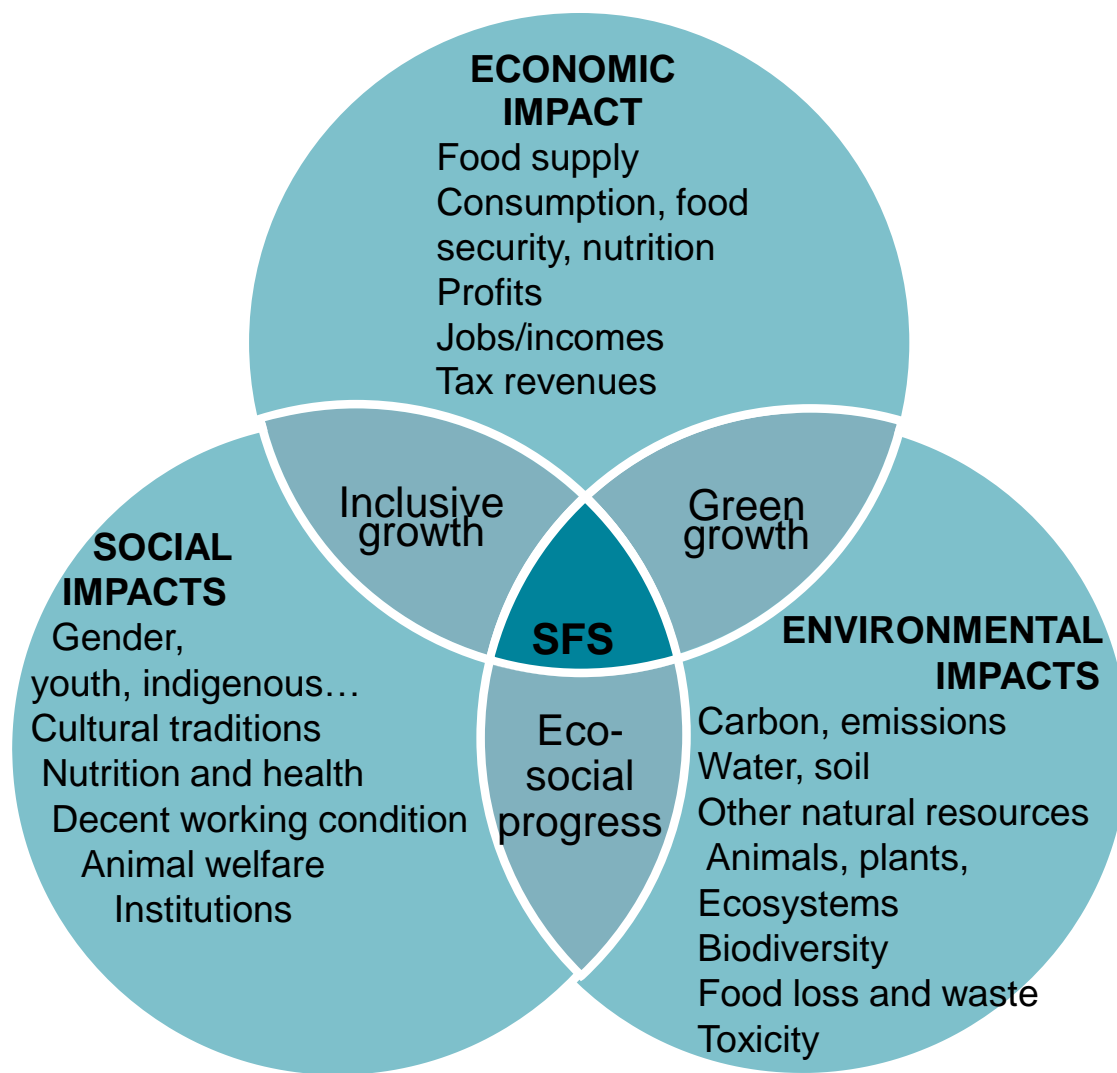
Sustainable food system (SFS) definition

A ***sustainable*** food system is a food system that delivers food security and nutrition for all in such a way that:

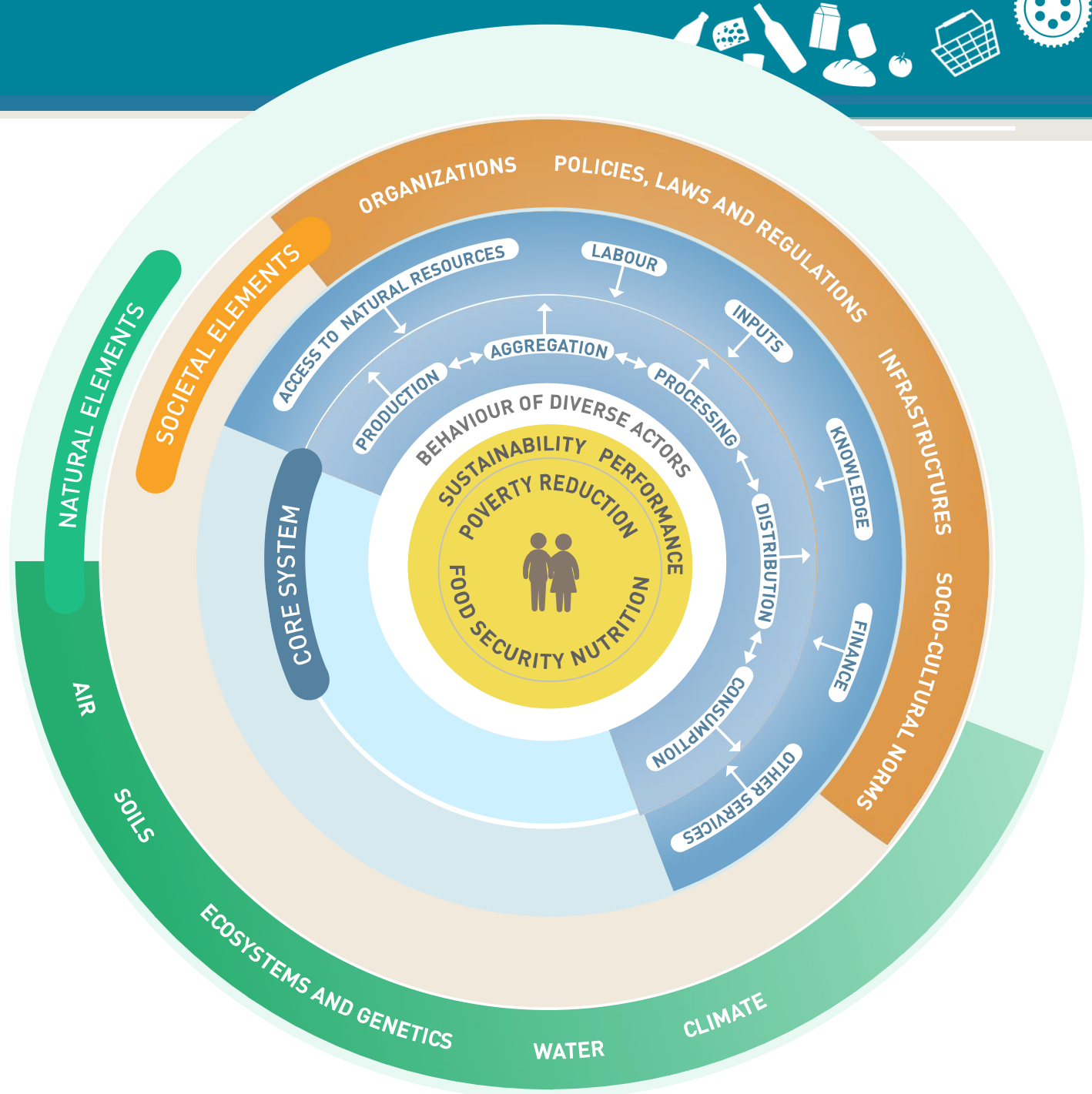
- It is profitable throughout → economic sustainability
- It provides broad-based benefits for society → social sustainability
- It has a positive or neutral impact on the natural environment → environmental sustainability



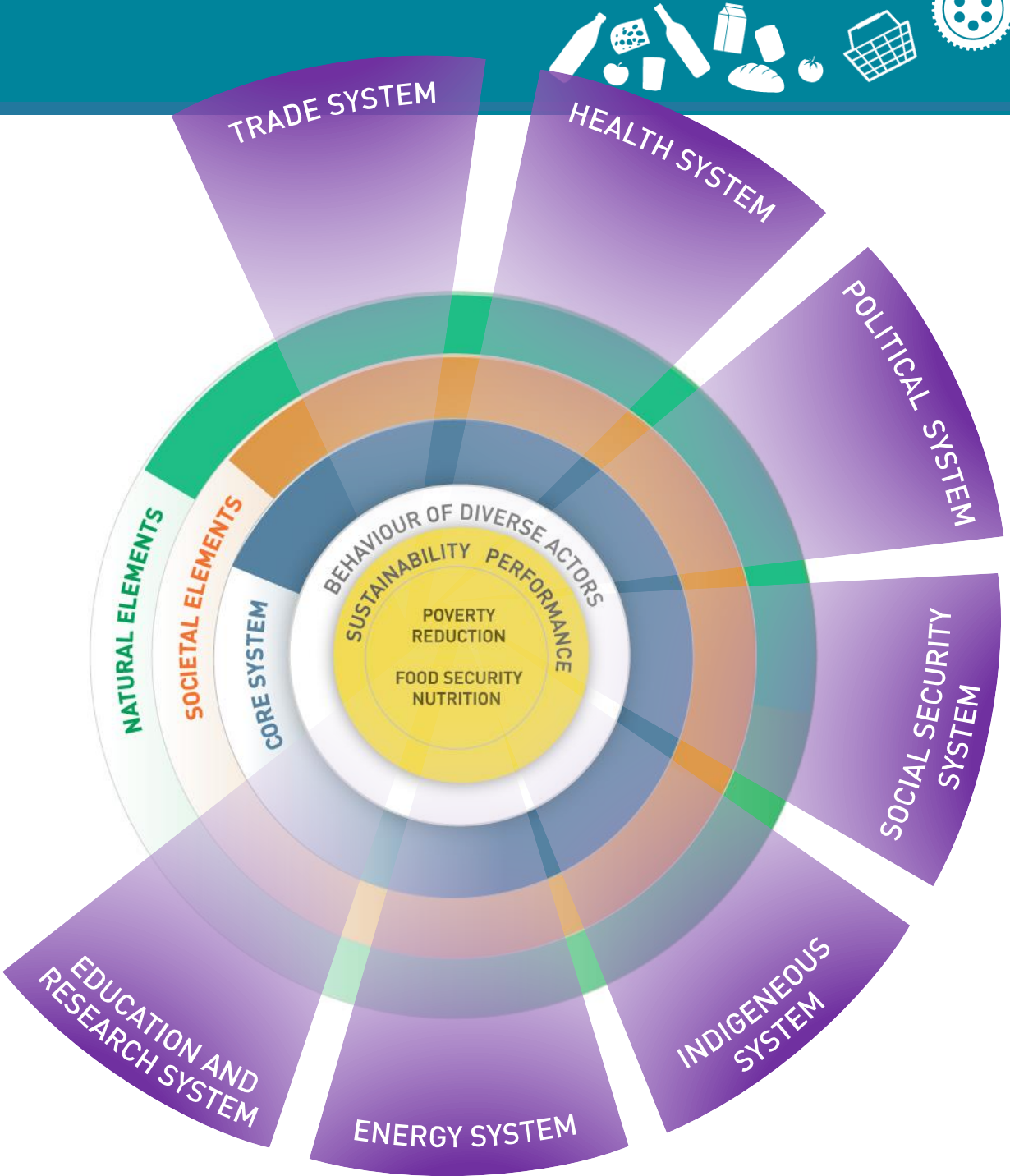
The concept of sustainability



The Food System Wheel

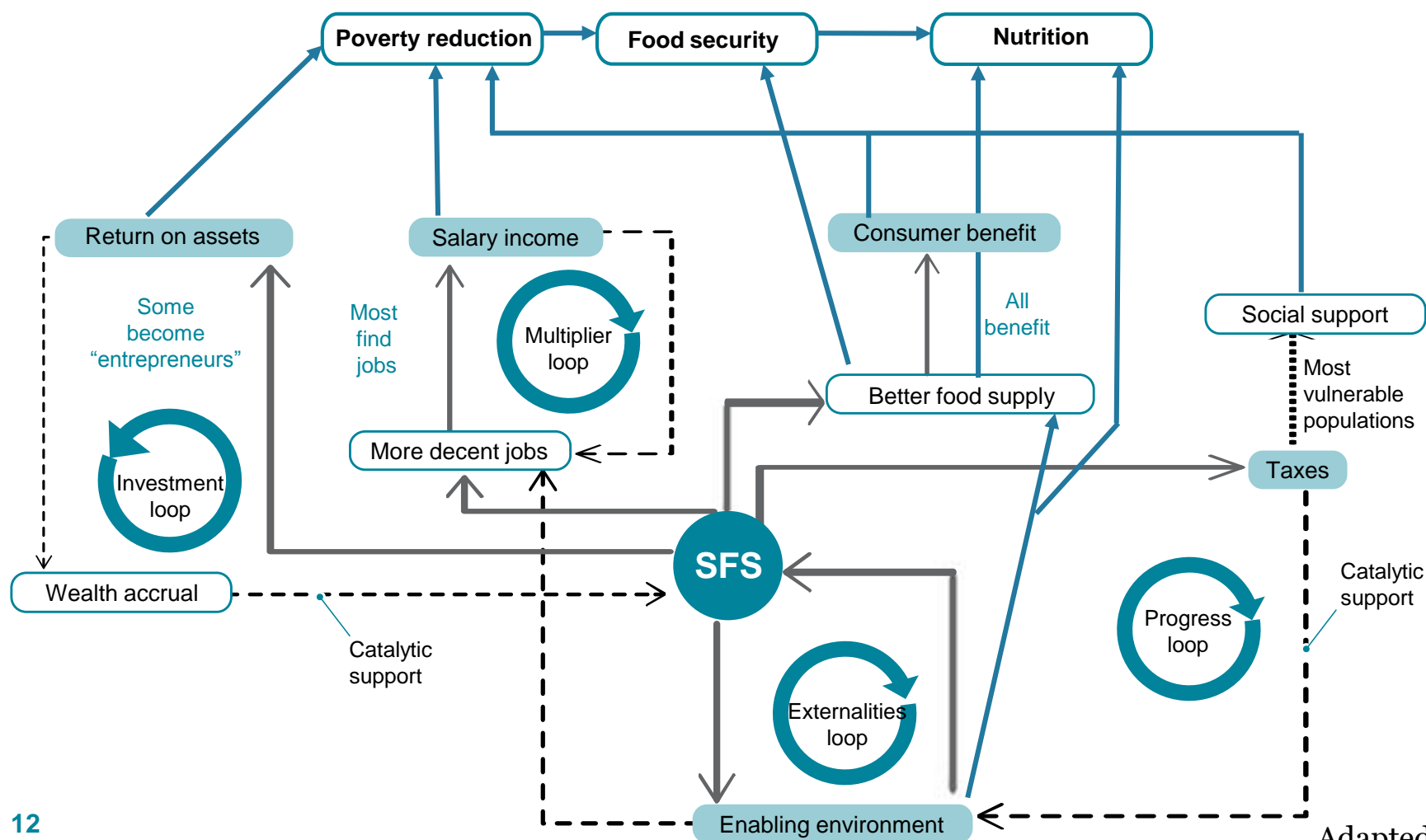


The Food System Wheel





SFS development paradigm





- Big picture & evolutions
- Elements, linkages, purpose
 - Feedback loops
- Mapping – core, support, social & natural environments
- Root causes, binding constraints, leverage points

Development

- Behavioural change
- Incentives and capacities
- Trust, market power, rules and norms

Sustainability

- Trade-offs
- Sub-system focus
- Value chain selection

Measuring performance

1. Economically sustainable (profitable)

2. Socially sustainable (inclusive)

3. Environmentally sustainable (green)

4. System based

5. Governance centered

7. Vision/strategy driven

8. Upgrading Focused

9. Scalable

10. Multilateral

- Facilitation
- Adaptation

- Trade-offs, synergies, dyssynergies
- Inter-ministerial policy and program alignment
- Public & private sector, civil society



Implementation Principles

Improving performance



FAO-UNIDO 3ADI+ programme in Bangladesh, Suriname and Tanzania

The Accelerator for Agribusiness and Agro-industry
Development and Innovation plus (3ADI+)

What is 3ADI+

3ADI+ system approach at work

3ADI+, pilot and implementing countries

3ADI+ in Bangladesh, Suriname and Tanzania



3ADI+

**ACCELERATED AGRICULTURE AND AGRO-INDUSTRY
DEVELOPMENT INITIATIVE PLUS**



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3ADI+

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3ADI+

Partnering for the Sustainable Development Goals (SDGs)



What is the 3ADI+?

The Accelerator for Agriculture and Agroindustry Development and Innovation (3ADI+) is a joint value chain and market systems development programme, spearheaded by the Food and Agriculture Organization of the United Nations (FAO) and the United Nations Industrial Development Organization (UNIDO). 3ADI+ brings the combined capacities of local, national, regional and global actors on analysis, technical assistance, facilitating linkages, policy dialogue, and investment promotion to develop sustainable value chains. 3ADI+ partners with the International Trade Centre (ITC), International Labour Organization (ILO), International Food Policy Research Institute (IFPRI) among others, to deliver maximum impact on the SDGs.

The goal of 3ADI+ is to develop inclusive and sustainable agricultural value chains and market systems

3ADI+ is helping governments meet their commitments to the 2030 Agenda for Sustainable Development. This includes an examination of the impacts on triple bottom line sustainability, meaning increased incomes and employment opportunities (economic impacts); improved food and nutrition, livelihoods, gender equality and workers' rights, and safety (social impacts); and sustainable natural resource management, including climate change adaptation and mitigation (environmental impacts).

3ADI+ will contribute to and monitor its impact on the SDGs. The programme will focus on SDG 1 on poverty

reduction, SDG 2 for zero hunger, SDG 8 on decent work and economic growth, SDG 9 on industrial development, SDG 12 on responsible consumption and production and SDG 17 on partnerships for the goals by delivering as one. 3ADI+ will also contribute to SDG 5 on gender equality, and SDG 15 on sustainable forest management.

Bringing together technical assistance, public finance and private investment, the programme will contribute to positive economic, social, and environmental impacts by facilitating the development of inclusive and sustainable food value chains and market systems, which:

- effectively link small and medium agricultural producers and processors to end markets through value addition; thereby acting as an effective basis for industrialization and generation of decent employment, in particular for rural women and youth;



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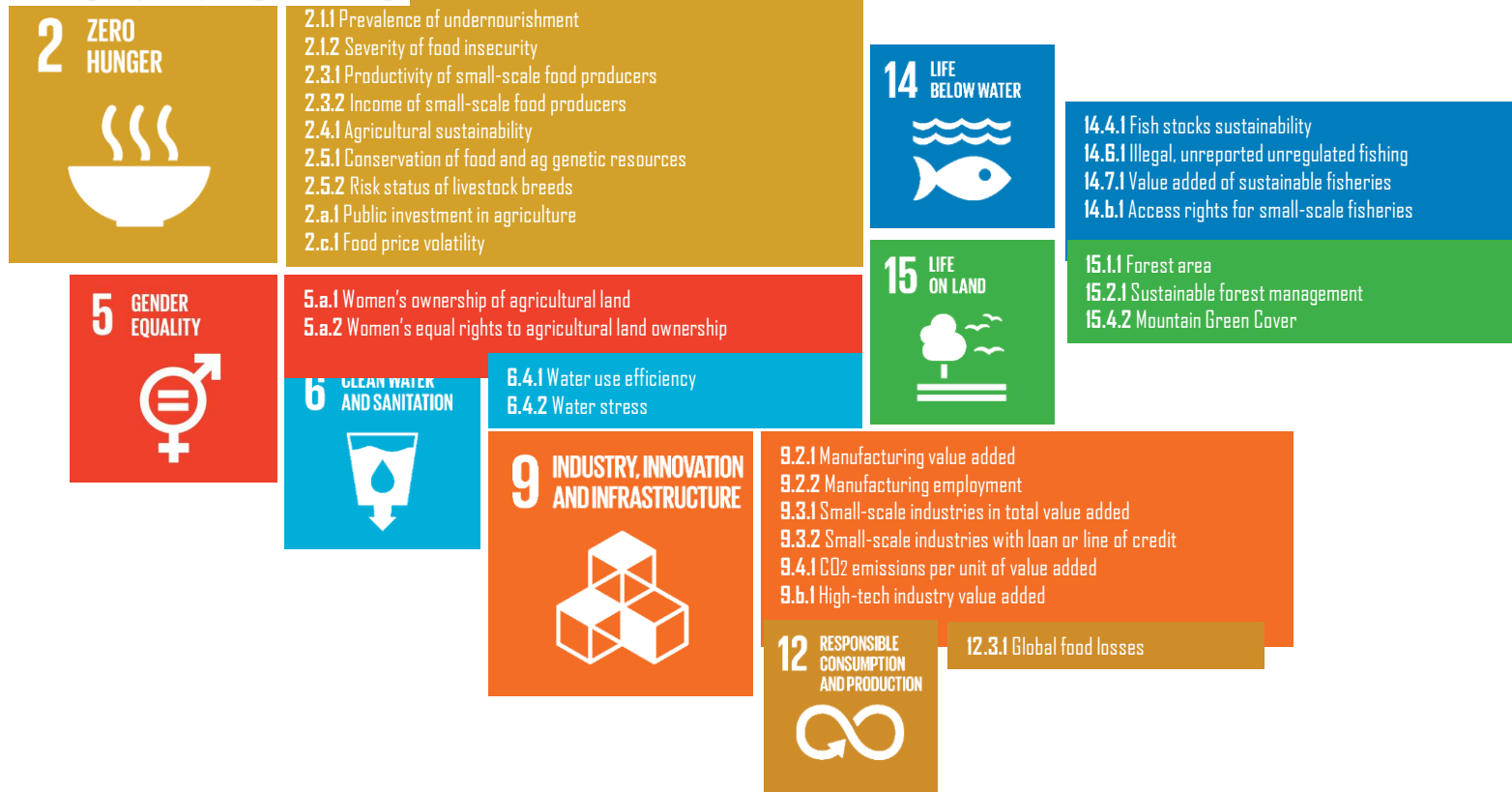
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- <https://www.unido.org/our-focus-creating-shared-prosperity-agribusiness-and-rural-entrepreneurship-development/3adi-accelerator-agriculture-and-agroindustry-development-and-innovation>



FAO and UNIDO ■ SDG Indicators





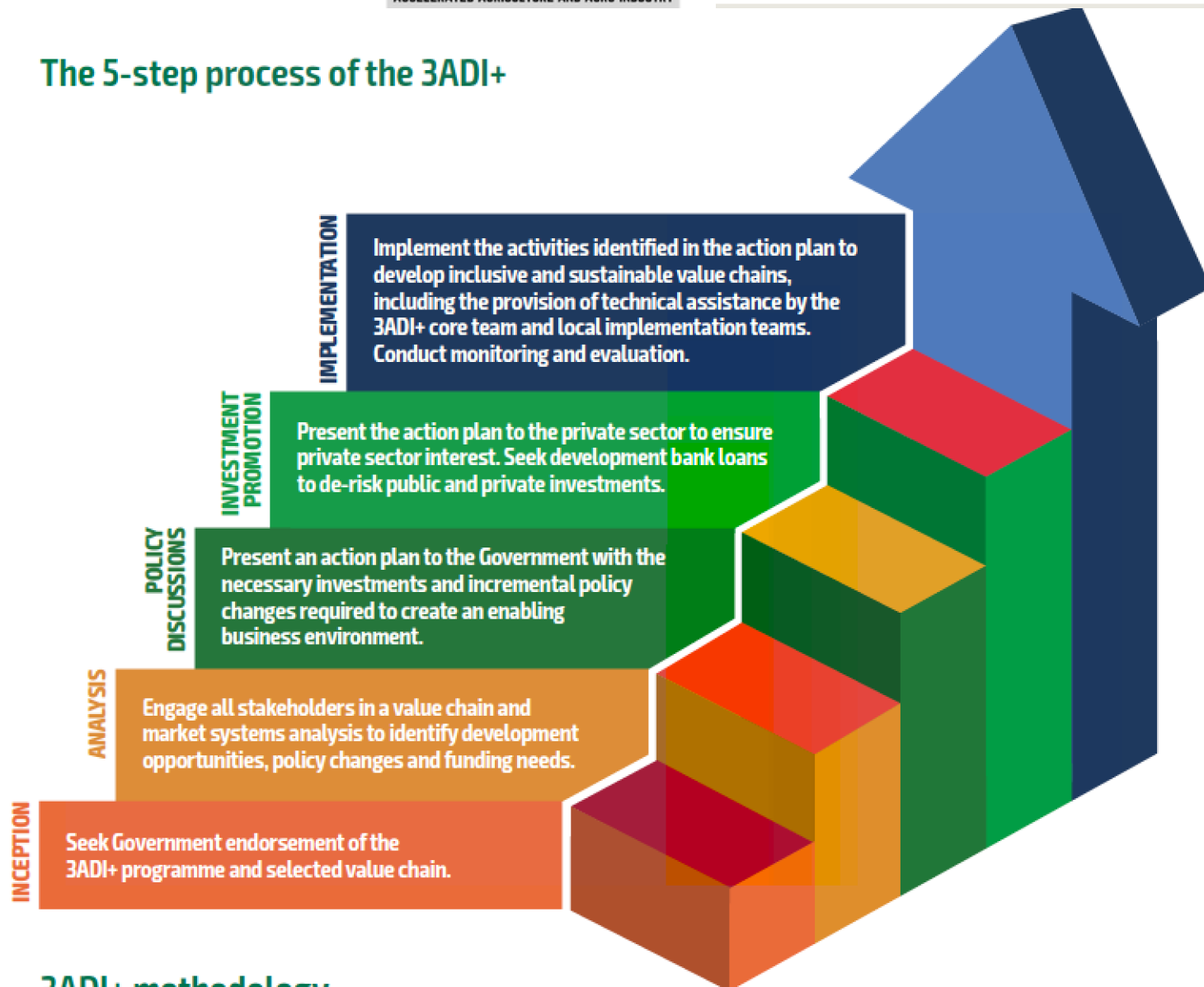
The value propositions of 3ADI+

3ADI+ takes a SYSTEM proach to value chain and market system development

- Create partnerships and facilitate linkages
- Develop an enabling policy environment
- Leverage and de-risk investment
- Build capacities and share knowledge



The 5-step process of the 3ADI+



3ADI+ methodology



3ADI+ pilot and implementation countries

- Bangladesh: dairy and beef
- Suriname: pineapple
- Tanzania: palm oil
- Upcoming fishery sectors in 10 countries funded by EU



3ADI+: Dairy and Beef in Bangladesh

- Objectives
 - Improve nutrition and food security
 - Increase income and market access for businesses in the sector at scale
 - Reduce environmental impact of milk and beef production and processing
- 3ADI+ Pilot phase, 2017-18
 - Value chain assessment and diagnostics
 - Upgrading business models, action plan and strategies



3ADI+: Dairy and Beef in Bangladesh

- 3ADI+ funded through IFAD South-South Cooperation grant, 2019-2021
 - **P**artnership development
 - Multi-stakeholder platform
 - Knowledge exchange hub
 - **C**apacity development and knowledge exchanges
 - South-south expert and knowledge exchange with Chinese scientists and institutions
 - **P**olicy alignment
 - **I**nvestment promotion



3ADI+: Pineapple in Suriname

- Objectives
 - Increase income through decent work on the farms and in the collection and processing centers
 - Sustain economic growth through diversified exports, improved market access and value addition
 - Safeguard the environment by promoting environmentally sound production and processing



3ADI+: Palm oil in Tanzania

- Objectives
 - Reduce poverty through increased incomes for at least 3000 of the 30 000 smallholder palm oil producers.
 - Promote gender equality by reducing women's work burden and valuing women's work.
 - Develop sustainable palm oil production and reduce pressure on forests and water.



Food systems and value chains: Program work at SMART/FAO

- SMART work overview

- SFVC

 - Training packages and capacity development

 - SFVC technical network and online platform

 - 3ADI+, pilot and implementing countries

- 3ADI+

 - 3ADI+ pilot

 - 3ADI+ phase II, funded by IFAD South-South Cooperation

- Contract farming

- Territorial development

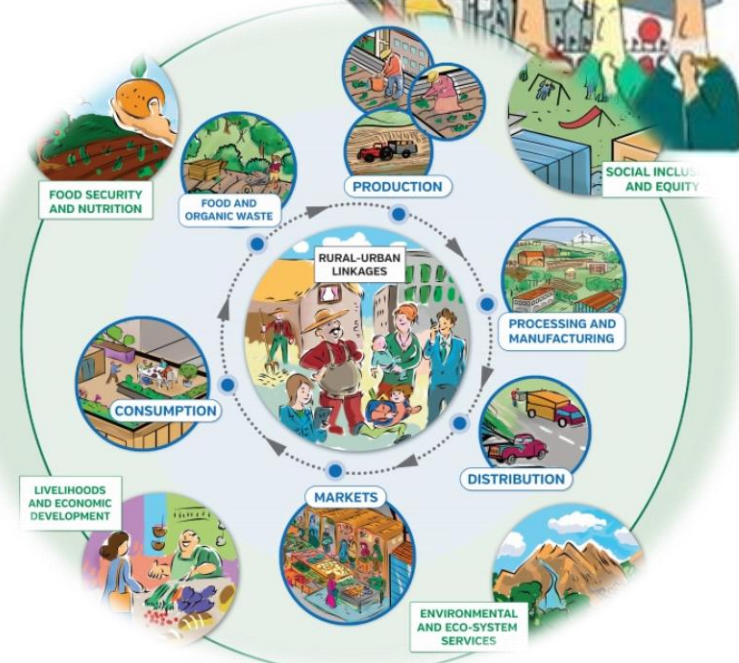
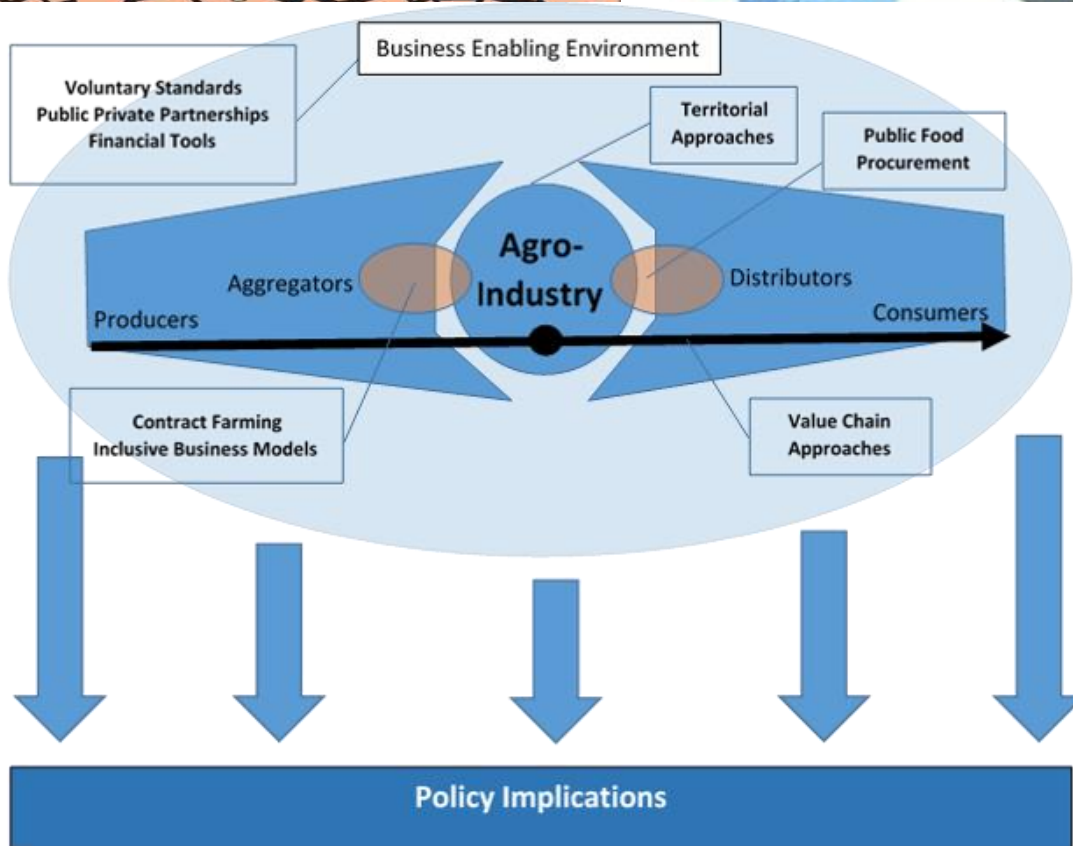
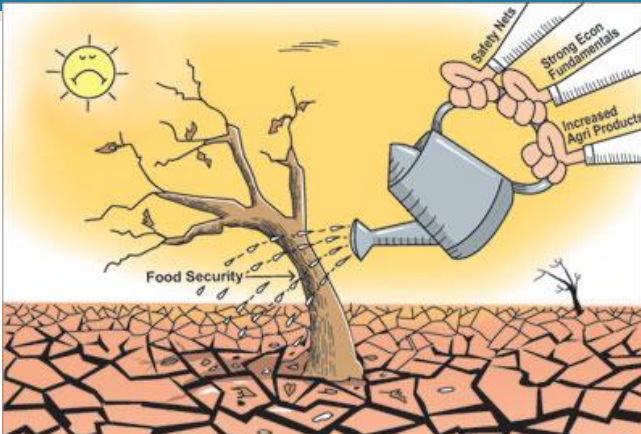
- Public Private Partnerships

- Urban food systems

- Inclusive business models, gender- and youth-focused VC development, entrepreneurship

- Digital innovations for value chain development (e.g blockchain)

SMART Overview





Food system and value chain work in SMART/ FAO

- 3ADI+ (& AgInvest)
- Contract farming
- Territorial development (ago-industry park, agricultural/rural transformation centres...)
- Urban food systems
- Inclusive business models, gender- and youth-focused value chain development, entrepreneurship
- Public-private partnerships
- Digital innovations for value chain development



- **Sustainable food system**

- Sustainable Food Value Chain (SFVC) Approach

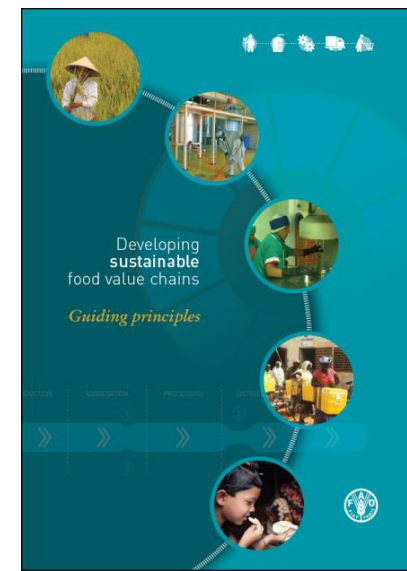
- Value chain field projects
 - SFVC Knowledge Platform

- <http://www.fao.org/sustainable-food-value-chains/home/en/>

- SFVC publication series

- 3ADI+ (Accelerator for Agriculture and Agroindustry Development Innovation) (FAO & UNIDO)

- Coordination, policy, investment and knowledge





Promoting sustainable food systems and value chain approaches at FAO:

- Training package (eLearning coming)
- Practitioner's handbooks
- FAO SFVC Technical Network (internal) – JOIN!
- Online SFVC knowledge platform (Community of Practitioners) – JOIN!

Contact: sfvc@fao.org

The poster features the FAO logo and the text 'Food and Agriculture Organization of the United Nations' at the top. A central graphic shows a world map with five circular icons representing different stages of the value chain: people, a document, gears, a truck, and people. A speech bubble points to the map with the text 'The FAO Technical Network on Sustainable Food Value Chain Development'. At the bottom right, there is a photograph of a woman in a white lab coat and hairnet working in a kitchen. The text 'WHAT IS IT?' is followed by a paragraph describing the network's purpose and goals.

Food and Agriculture Organization of the United Nations

The FAO Technical Network on Sustainable Food Value Chain Development

WHAT IS IT?


The FAO Technical Network on Sustainable Food Value Chain Development was initiated in July 2014 to provide a platform for skill building and knowledge sharing on sustainable food value chains. The overall goal is to facilitate more efficient, effective and harmonized use of tools and practices for sustainable food value chain development throughout FAO.



Online SFVC knowledge platform

- Library
- Training & learning center
- News & events
- Member area

www.fao.org/sustainable-food-value-chains






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Sustainable Food Value Chains Knowledge Platform

[What is it](#) | [Library](#) | [Training and Learning Center](#) | [Member area](#) | [News & Events](#)

About the platform

This global knowledge platform provides a user-friendly gateway to practical guidance and information on the development of Sustainable Food Value Chains (SFVC). SFVC development is a market-oriented and systems-based approach for measuring, analysing and improving the performance of food value chains (FVCs) in ways that help ensure their economic, social and environmental sustainability. An extensive vocabulary of technical terms developed specifically for SFVCs allows refined searches of the platform's comprehensive databases. Underpinning the platform is a community of members, which facilitates networking and the exchange of ideas among policy-makers, project designers, field practitioners and other people working on topics related to SFVCs.

Login area

Logged in as [laura.dematteis@fao.org](#)

Events


September 2017

Mon	Tue	Wed	Thu	Fri	Sat	Sun
28	29	30	31	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	1
2	3	4	5	6	7	8

Library Additions

Smallholder farmer participation in modernization of a food system - The dairy value chain in Zambia


This report explores whether farm assets determine the participation of smallholder dairy farmers in sales to Milk Collection Centres (MCC) and how their duration as MCC suppliers affects ...



Training and Learning Center Additions


Analyse des filières riz par les organisations professionnelles d'Afrique de l'Ouest.

Cette formation en 4 modules a été conçue pour permettre l'analyse des filières rizicoles par les organisations professionnelles d'Afrique de l'Ouest et ...




Gender assessment of dairy value chains: evidence from Ethiopia

This report presents the findings from a gender assessment of dairy value chains in Ethiopia, which is part of a series of similar studies



My Coop - Managing your Agricultural Cooperative

Developed jointly by the International Trade Centre and the International Labour Organization, this training will help existing and potential managers ...



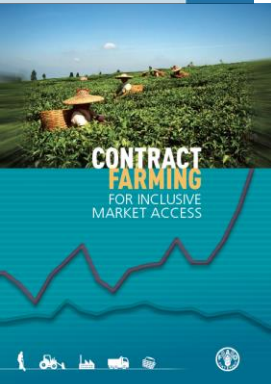
Contact us

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Contract farming

- Contract farming resource center
 - Training materials
 - Case studies and sample contracts
 - New updates and recent CF publications and events
- Publications
 - The model agreement for responsible contract farming (with IISD)
 - Legal Guide on contract farming (UNIDROIT, FAO, IFAD)
 - Legal aspects of contract farming agreements (UNIDROIT, FAO, IFAD)
 - Contract farming for inclusive market access
 - Contract farming: partnership for growth



Contract Farming Resource Centre

Background News Training Resources Toolkit FAQ



Nutrition-based incentives in dairy contract farming in northern Senegal

The "Contract Farming Resource Centre" has been established to offer a "one-stop" site, where information on contract farming is freely made available. Interest in contract farming as a mechanism to coordinate linkages between farmers and agribusiness firms has grown recently, in view of the international trends towards tighter alignment in agrifood supply chains. FAO has been responding to the growing demand for information and technical support on planning and implementing contract farming operations.

Did you know that Contract Farming...

- ...can connect smallholder farmers to buyers?
- ...helps to reduce unpredictability in agricultural production?
- ...reduces risks related to fluctuating prices or natural disasters?
- ...can lead to significantly

Key Documents

Model Agreement for Responsible Contract Farming - with commentary

The Model Agreement for Responsible Contract Farming was developed by FAO and IISD, drawing

New Sample Contracts

Contract for rubber in Ghana 12 Oct 2016

Contract for millet in Senegal



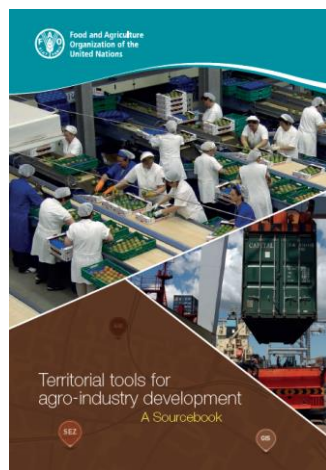
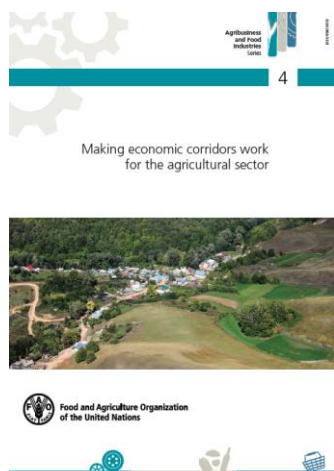
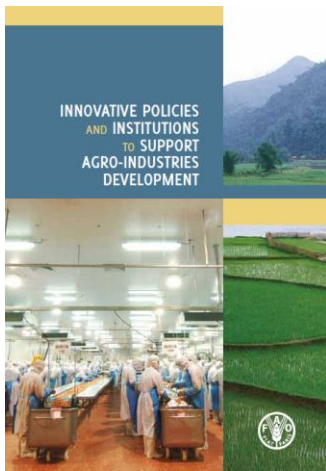
Contract farming

- Field projects/requests
 - Training and capacity building
 - Legal framework and dispute resolution (with LEG)
 - Model agreements for CF
- Recent development: digital solutions, smart contract, blockchain



Territorial development

- Publications/normative work
 - Innovative policies and institutions to support Agro-industries development, 2011
 - Making economic corridors work for the agricultural sector, 2014
 - Territorial tools for Agro-Industry development: a sourcebook, 2017
 - Agricultural Transformation Centres in Africa: Practical guidance to promote inclusive agro-industrial development, 2019 (AfDB)
- Field projects/requests (recent)
 - IAIPs in Ethiopia
 - Case studies, request from AfDB
 - Agri-economic zone development in Philippines





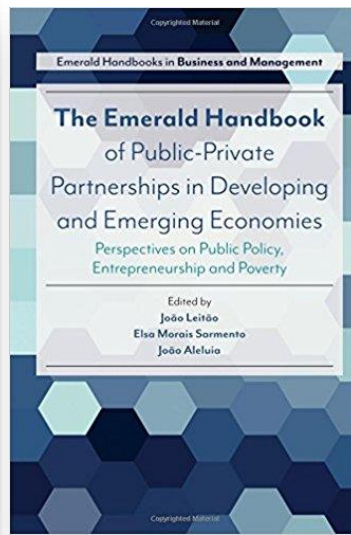
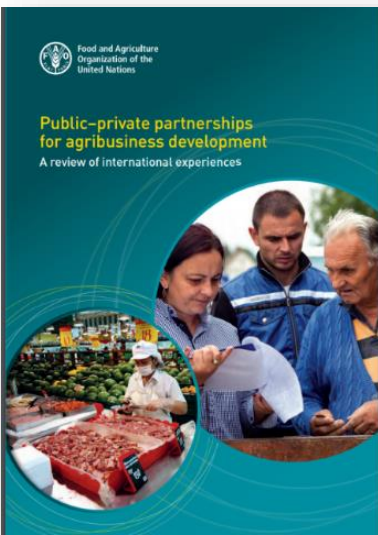
Urban food systems

- Urban Food Actions Platforms
<http://www.fao.org/urban-food-actions/en/>
- Urban food governance and action platforms (20 cities and towns in Africa, Asian, LAC)
- NADHALI project: Nairobi, Kenya, Dhaka, Bangladesh and Lima, Peru
- Save Food Cities program: reducing food losses and waste in urban centres through sustainable and circular bioeconomy (10 cities in different countries)
- Urban Food Environments and Green space program
- Agri-Food Innovation Towns program (investing in inclusive agri-food industries and services for functional and prosperous territories)
- Urban Food Policy Assistance—supporting national and local government to design urban food policy and attract investment
- Local Food Production and Marketing



Agri-PPPs

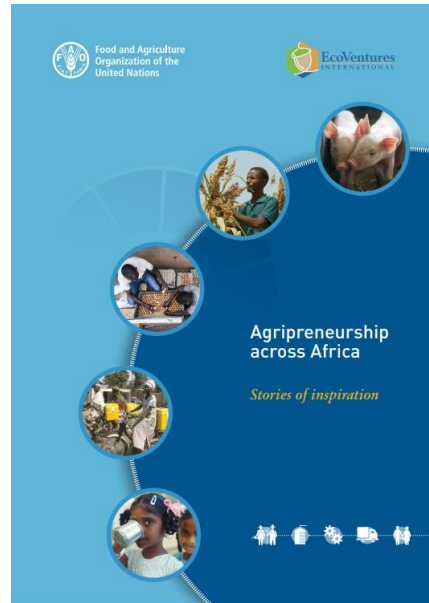
- Publications
 - PPPs for Inclusive Agricultural Growth, 2016
 - Chapter on Agri-PPPs and rural transformation in the Emerald Handbook of PPPs in Development and Emerging Economies, 2018
 - Guidelines/Framework for Agri-PPPs (upcoming, request from AU)
- Projects/requests
 - SE Asia 2014-16 Vietnam restructuring project
 - IFAD Asia policy project
 - Multi-stakeholder PPP platform





Agripreneurship and SMEs Inclusive Business Models

- SMEs
- Gender-sensitive value chain development (with ESP)
- Youth-employment and value chain development (with ESP, UNIDO)





Selected ongoing SMART work in OIC

- **Uganda**
 - Ongoing: Youth-focused value chain development in coffee sector
 - Upcoming: Blockchain technology for agrifood value chain development
 - Assessment: relevance, feasibility and opportunities
 - Capacity development
 - Policy alignment
- **Senegal: youth platforms (youth-focused value chain development)**
- **Gambia: 10 value chains—VC assessment and development**
- **Bangladesh:**
 - 3ADI+: dairy and beef
 - NADHALI urban food system project in Dhaka
- **Suriname: 3ADI+ Pineapple**
- **--Ghana: potential application and feasibility of blockchain for cocoa value chain development (→ potential implications for cocoa VC in Cote d'Ivoire.)**



Thank you!

Contact:

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SMART team: sfvc@fao.org

Contract farming: Contract-Farming@fao.org