



# UN Global Compact Sustainable Agriculture Business Principles

## **White Paper**

July 2013

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## Introduction

This paper is the product of several meetings by UNGC businesses and other stakeholders who believe that we all need to work together to deliver sustainable agriculture. In the paper we introduce why we think having 'principles' might help us do that.

In our meetings we dived deep into the issues at the heart of what could be done, what should be done and – most importantly – how to overcome the many challenges in the agriculture sector that often stop us from making progress.

The realities of population growth, changing diets, scarcity of land, depletion of natural resources and the near-collapse of ecosystems are certainly things we should fear. But we will not solve problems by lamenting reality.

To move forward we must innovate, change attitudes that have no future and be able to work with others – perhaps different actors from outside our comfort zones, but who can bring new ideas, methods and resources to the table. We must recognise that while we have the time to think and plan as international agencies and global companies and NGOs - small farmers and agri-businesses struggle to survive against the volatilities of price, weather and market choices. We need better solutions, and we need them faster.

Last year in Rio tens of thousands rallied to The Future We Want. This effort to create Sustainable Agriculture Business Principles directly answers that call to action.

This paper considers the outcomes, factors and actions that businesses can lead on, as well as what other actors should do, so that we can achieve 'sustainable intensification' in agriculture.

Thank you in advance for your feedback.

**Sustainable Agriculture Team**  
**United Nations Global Compact Office**  
July 2013, New York



## Important Information About this White Paper

- This White Paper is prepared by the United Nations Global Compact (UNGC) specifically for review by stakeholders.
- The feedback received from stakeholders about this paper will be used to finalise a set of Sustainable Agriculture Business Principles (SABPs) to be promoted by the UNGC.
- This White Paper has been developed using information and views from three 'Core Advisory Group' (CAG) meetings convened by the UNGC between January and May 2013.
- To keep things manageable, a limited number of selected individuals with expertise and experience in sustainable agriculture, and whose organizations are signatories of the UNGC, were invited to participate in the CAG meetings.
- Participants attended as resource persons from their respective companies or organizations. Their biographies are attached as an annex to this paper for transparency.
- The participation of these individuals in the CAG meetings should not be taken to mean that they endorse or necessarily support any position presented in this paper.

### **So, to clarify:**

- This White Paper is **not a consensus** of views from participants of the CAG meetings.
- This White Paper is **not an endorsement** of any particular position by any participant of the CAG meetings.
- The CAG meetings generated this White Paper and **the SABPs will be finalised only after stakeholders provide their feedback to the UNGC.**

## Why Business Principles for Sustainable Agriculture?

Agriculture produces food, fuel and fibre.

It is key to economic development and poverty alleviation at community, country and higher levels. As populations continue to grow and people have become wealthier, the global agriculture system has changed significantly to meet increasing demands. The agriculture sector comprises a diverse collection of actors, with farmers using a range of technologies and operating models, from the very basic to most highly sophisticated, linked by supply chains across the planet and connected to markets and consumers.

Agriculture is core to building a sustainable future – especially to ensure food and nutrition security and for secure livelihoods.

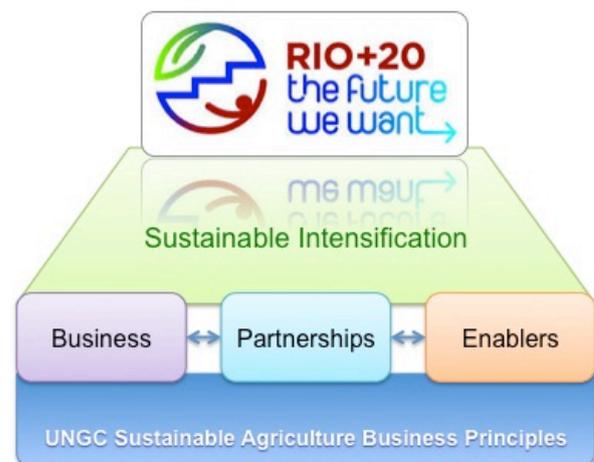
Businesses in the United Nations Global Compact (UNGC) are committed to a sustainable future and are aware of the complex challenges in different local, regional and global contexts to achieving sustainability in agriculture.

The UNGC is facilitating the creation of a set of *Sustainable Agriculture Business Principles (SABPs)* to provide guidance to all businesses in agriculture value chains, including production, processing, trading, manufacturing, distribution and retailing.

The SABPs are being developed through a multi-stakeholder process led by UNGC signatory agri-businesses and including industry associations, civil society, UN agencies and other stakeholders.

The SABPs will:

- (1) offer guidance for what businesses can do to deliver sustainable agriculture, either alone or in partnership with others;
- (2) suggest what all actors, including governments, can do to create an enabling environment for sustainable agriculture;
- (3) encourage greater transparency and accountability in agriculture by identifying what factors should be measured and reported;
- (4) help companies adopt appropriate voluntary standards and participate in initiatives to grow their businesses responsibly; and
- (5) be a basis for business inputs into intergovernmental processes such as the Committee on World Food Security (CFS), and to align corporate strategies and efforts toward 'sustainable intensification' as articulated in the Rio+20 outcome document *The Future We Want*.



*UNGC SABPs towards Sustainable Intensification*

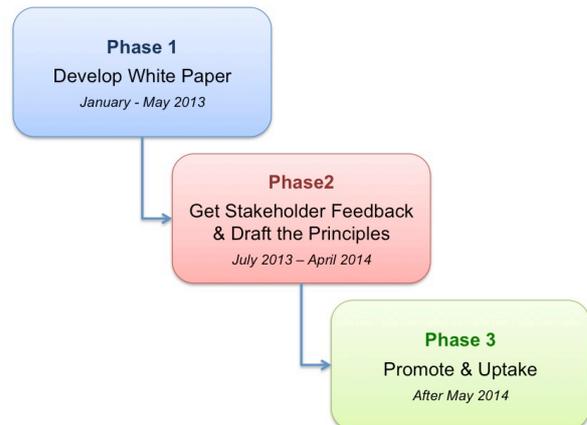
The UNGC recognises that there are many established and ongoing initiatives aiming for sustainable agriculture. The SABPs do not duplicate or replace other initiatives, standards or guidance.

The SABPs will provide a framework for 'principle-based partnerships'.

# The Process for the SABPs

The SABPs process started at the Rio+20 conference. An exploratory meeting was convened by UNGC with businesses, civil society organisations and governments.

There are three phases to the SABPs development process. **This White Paper is the output of Phase 1.** We are now in Phase 2 and we seek feedback from stakeholders on this White Paper.



## How was this White Paper Developed?

Three Core Advisory Group (CAG) meetings were held between January and May 2013. Around thirty global food and agriculture companies and NGOs, all Global Compact signatories, were invited by the UNGC to participate in the CAG meetings. Other experts and academics participated on an ad-hoc basis. Representatives from key UN agencies (note below) involved in food and agriculture participated as resource persons. A full list of those who participated is appended the Annex to this paper.

The CAG meetings were structured with presentations and plenary and breakout group discussions. A summary overview of the meetings is presented in the following section. The main points and issues emerging from each CAG meeting were gathered and the outputs progressively refined to create this White Paper.

The CAG meetings were facilitated by Proforest, an NGO with expertise in sustainable agriculture certification and systems. They then prepared a draft White Paper for review by those who participated in the CAG meetings to ensure balance and fair representation of what had been discussed.

This is the final version of the White Paper developed for stakeholder consultation in Phase 2. It is authored by UNGC.

This paper is not presented as being a consensus of views that emerged from the CAG meetings.

The positions in this paper are not necessarily endorsed by any participant of the CAG meetings.

UN agencies and other international bodies that contributed to the SABPs process included:

Committee on World Food Security (CFS), Food and Agriculture Organisation (FAO), UN High Level Task Force on Global Food Security, International Finance Corporation (IFC), International Fund for Agriculture Development (IFAD), International Labour Organization (ILO), UN World Food Programme (WFP), UN Environment Programme (UNEP), World Bank, UN Women, UN Development Programme (UNDP), Office of the High Commissioner for Human Rights (OHCHR), UN Conference on Trade and Development (UNCTAD), International Trade Centre (ITC).

## Summary Overview of the Core Advisory Group Meetings

### Meeting 1: Geneva, Switzerland, 28-29 Jan

This meeting aimed to **identify issues** relevant to sustainable agriculture.

- To prime the discussion, the UNGC prepared a preliminary report<sup>1</sup> of 'knowledge-at-large' that should be taken into account by the participants. This included information and datasets presenting the global challenges sustainable agriculture should address; processes developed or promoted by others; solutions for sustainable agriculture being explored or applied by public, private and other actors; and existing strategic or operational guidance of policy or practice in the food and agriculture sector. The report also grouped issues for consideration by the meeting participants. These included 'Food Security', 'Environment' and 'Governance'.
- The participants added 'Social Factors' and 'Livelihoods' to ensure that social issues, particularly those related to women, youth and indigenous peoples were captured. Participants also re-categorised and more clearly defined issue-groups to minimise overlapping discussions on appeared as being the same topics.
- Existing initiatives, and the involvement and expectations of other stakeholders in implementing sustainable agriculture systems, were also discussed. Parallel work 'tracks' on 'Communication' and 'Knowledge Systems' were established at this meeting.
- The question of "What does success look like?" for the SABPs was discussed in detail. Factors that emerged as being important included implementation and accountability, reporting and monitoring on progress, participation and involvement of other actors, and clear internal and external communication about the objectives of SABPs.

### Meeting 2: New York, USA, 19-20 Mar 2013

The second meeting discussed **how issues are inter-linked** and **the roles of stakeholders** necessary to work with businesses to deliver sustainable agriculture.

- A matrix was developed using the outputs from Meeting 1. This revealed six clear themes with 15 issues/factors. The participants debated and refined the themes and issues/factors relative to each other.
- The six themes were: (1) access to knowledge, skills and technology; (2) security of food and nutrition; (3) economic viability [and sustainable livelihoods]; (4) environment responsibility, conservation and resource [and water] efficiency; (5) good governance and accountability; (6) human rights, decent work and societal wellbeing.
- The 15 cross-cutting issues/factors were material to several of the themes. They are presented later in this paper.
- Discussions also determined that Partnerships and Innovation are required as a priority for effective implementation and scaling-up of actions on sustainable agriculture.

### Meeting 3: Rome, Italy, 7-8 May 2013

The purpose of the third meeting was to finalise a **draft of the White Paper** for a wider stakeholder consultation.

- The outputs from Meeting 2 were presented to the participants as a draft White Paper.
- The participants and resource persons, including UN agencies, offered views for refinement and finalised the content.

## A Frame of Outcomes, Factors and Actions

To contextualize the SABPs, and the guidance they will offer to businesses choosing to use them, we must ask:

- What **outcomes** should sustainable agriculture aim to achieve?
- What are the **factors** key and material to each outcome?
- What **actions** are needed to deliver the outcomes?

The answers to these questions define a 'frame' for what a 'principle' might actually be. In other words: a principle will say what the objective is, identify factors that could be measured to determine progress and success, and guide what actions should be taken.

The following sections of this paper list the outcomes, factors and actions to frame potential SABPs.

### Six Outcomes



#### **Environmental Responsibility**

Agriculture systems should be able to intensify sustainably to meet global needs, practice environmental protection, restoration and enhancement, and improve resource efficiency



#### **Economic Viability and Shared Value**

Agriculture systems should be economically viable and deliver shared value across the entire supply chain from farmers to retailers and consumers.



#### **Respect for Human Rights, Decent Work and Thriving Rural Communities**

Agriculture systems should improve the lives of workers and farmers, respect the rights of all groups, and promote equal and gender-sensitive opportunities to foster communities that are attractive to work, live and invest in.



#### **Good Governance and Accountability**

Agriculture systems should be well governed, free of corruption, respect the law, honour resource and land rights, and be committed to transparency.



#### **Improving Access To and Transfer Of Knowledge, Skills and Technology**

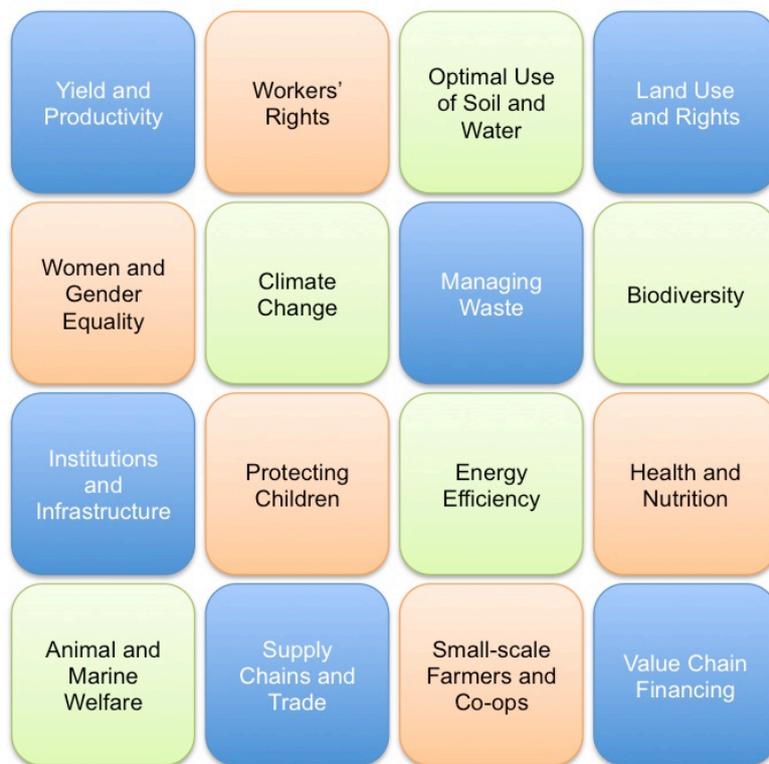
Agriculture systems should facilitate access to information and skills, adopt effective and innovative approaches and best practices, and invest in new technologies.



#### **Food Security, Health and Nutrition**

Agriculture systems should provide adequate food and nutrition for every person on the planet.

## Sixteen Factors



There are 16 factors to be considered when taking action in sustainable agriculture systems. These range from economic and technical improvements, to social inclusion and environmental protection. Most factors are material to several of the outcomes, reflecting the complex interactions and interdependencies that exist in agriculture systems operating in different local, regional and global conditions.

Generally, there is **no order of priority** for these factors, but there may be when the need for a particular agriculture system is considered within a specific geographic, economic, environmental or demographic context.

We also recognise that some factors are more naturally associated with some outcomes. The **matrix on the next page** shows what these associations might be: for example, the factor of 'Waste Management' is probably best discussed in the context of desired outcomes for the environment and food and nutrition; whereas the factor of how supply chains operate must be considered as an impact on every expected outcome of a sustainable agriculture system.

On the pages after the matrix, **each factor is detailed** to show what should be included when that factor is discussed or addressed.

# Which Factors Are Most Material to Each Outcome?

Factor	Environmental Responsibility	Economic Viability and Shared Value	Respect for Human Rights, Decent Work and Thriving Rural Communities	Good Governance and Accountability	Improving Access To and Transfer Of Knowledge, Skills and Technology	Food Security, Health and Nutrition
Workers' Rights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Land Use and Rights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Climate Change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Biodiversity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Protecting Children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health and Nutrition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supply Chains and Trade	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Value Chain Financing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Yield and Productivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managing Waste	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Optimal Use of Soil and Water	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Institutions and Infrastructure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Women and Gender Equality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Energy Efficiency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Animal and Marine Welfare	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Small-scale Farmers and Co-ops	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Small Scale Producers, Family Farmers and Cooperatives

Small-scale  
Farmers  
and Co-ops



Small scale producers grow about 40% of traded agricultural produce and about 70% of the world's food. Yet they face particular problems in accessing information, inputs, technology and finance. They are also much more vulnerable to events such as extreme weather, which can destroy harvests, or cause sudden changes in price, which disrupt income stability. Cooperatives and other producer organisations provide support for many small farmers. Larger businesses can also play a role through fair, long-term relationships that support small-scale producers. Encouraging and demonstrating the continued viability of small scale farming sustains grower communities and keeps farmers farming.



## Land Use and Rights

Land Use  
and Rights



Land and resource rights are a major issue in many countries. Without clarity of ownership and usage, farmers and companies are less likely to make long-term investments, and communities and vulnerable groups could be marginalised or exploited. Recognising and clarifying rights through an inclusive and equitable process is essential to good governance and the enabling environment for business to deliver sustainable agriculture.



## Climate Change - Mitigation and Adaptation

Climate  
Change



How agriculture is practiced greatly impacts climate change. Reducing greenhouse gases is a key component of low emission development strategies to aid mitigation efforts. In parallel, production systems should be able to adapt and be more resilient to changing weather patterns - such as drought, floods, heat and cold. Implementing climate responsible practices requires investment in education and the development of 'climate smart' plant varieties and technologies.



## Health and Nutrition

Health and  
Nutrition



A sustainable agricultural system must produce sufficient, diversified, accessible and nutritious food for the health of the world's population. It must also provide for the health and nutrition of workers and their families throughout the supply chain, particularly in rural areas. Education and training is also important - for example in teaching mothers about nutritional food for children and babies.



## Maintaining and Enhancing Biodiversity



The loss of biodiversity has accelerated in recent decades. In many cases this is directly due to agricultural expansion. The huge variety of plants and animals that make up ecosystems are necessary to maintain natural cycles, provide food and medicines for people, and build resilience to natural disasters and climate change. As our demand for food, fuel and fibre grows, it is critical to maintain biodiversity and minimise further loss of habitats such as forests. This will mean both protecting natural and agricultural ecosystems as well as using existing land and resources more



## Protecting Children and Supporting Youth



Globally 60% of all child labourers between the ages of 5 and 17 work in agriculture (i.e. farming, fishing, aquaculture, forestry, and livestock). According to ILO estimates, this numbers over 129 million girls and boys. Most (67.5%) are unpaid family members. About 59% (or 70 million) of all children between the ages of 5 and 17 in any hazardous work are in agriculture. At the same time, young people reaching the minimum age to start working often find it hard to find decent work opportunities in agriculture or rural areas. Therefore there is a need both to protect children from child labour and to develop decent work opportunities in this sector.



## Agricultural Value Chain Financing



Access to finance is critical in agriculture. Crops are seasonal, so are income and costs. Most producers and primary processors are dependent on finance for stability, yet for many small-scale producers, marginalised groups and poor rural communities finance is very difficult to access. Where finance is available, for example to larger businesses, there should be more focus on whether the activities being financed are sustainable.



## Yield and Productivity Improvements



More efficient use of existing agricultural land, and better water management, will increase the production of food, fuel and fibre to meet our growing needs and reduce further conversion of natural ecosystems such as forests. This will avoid environmental impacts such as biodiversity loss and reduction of planetary carbon stocks. Creating more food of better quality with less land and inputs means more revenue, better pricing, better livelihoods and food security for grower communities.



## Supply Chains and Trade



Access to markets and fair prices is the basis for economic viability of producers, processors and traders throughout the supply chain. Demand for sustainably-produced commodities is key to driving better environmental and social performance throughout the value chain. Transparent and traceable supply chains, and coherence in public and trade policies, will contribute to good and better governance. Supply chains and trade efficiencies are important in managing waste, ensuring access to affordable and nutritious food, and making sustainable products more accessible to consumers.



## Women's Empowerment and Gender Equality



Women play a huge part in agriculture. They are farmers and workers, and manage the food, nutrition and health of the majority of households. Yet in many contexts they are constrained by discrimination, unequal access to land, finance and other resources. They may also lack access to education and training, which negatively impacts their livelihoods and welfare. Sustainable agriculture must address these issues, empower women and provide equal and equitable opportunities.



## Waste Management and Reduction



Statistics show that enough food is being produced to feed a population of 9 billion, yet a large proportion of our world of only 7 billion people do not have the food, fuel and fibre they need. Reducing post-harvest losses from storage, transport and consumption (particularly in developing countries); promoting better consumption, reuse and recycling (particularly in developed countries); and improving distribution and trade networks throughout, will put what we do grow to feeding ourselves and more productive use.



## Optimal Use of Soil and Water



Agriculture needs soil and water. They are the basis of ecosystems for life, and core to natural cycles of nutrients, carbon and heat. Recent decades have seen soils eroded and depleted of nutrients. Water has been polluted and over-used. Soil fertility and water availability must be maintained, improved, and further degradation and over-exploitation must be avoided. Better practices, responsible use, and research and technology for greater efficiency and new solutions is critical for ensuring long-term viability of agriculture production systems.



## Workers' Rights, Welfare and Migrant Workers



Agriculture provides work for many millions around the world, yet it remains one of the most dangerous sectors, with many challenges to workers' rights. These include poor pay and working conditions and discrimination; as well as lack of representative organizations, job security, social dialogue and protection. There are also safety and health risks, and sometimes forced labour. Sustainable agricultural systems must offer decent working conditions for all workers.



## Institutions and Infrastructure



Sustainable agriculture requires constant innovation and improvement in practices. Robust institutions can provide basic services (such as health, water and sanitation, crop failure insurance) and can undertake R&D for new crop varieties, production practices and processing techniques. Institutions also provide training and support to producers and processors of all sizes from family enterprises to large multinationals. Good infrastructure (roads, transport routes, storage) is key to growing supply chains and trading.



## Energy Efficiency



Modern agriculture has been driven by the ready availability of fossil fuels, a finite natural resource, for farm machinery, transport and fertilisers. This has delivered benefits in yields and efficiency, but also contributed to greenhouse gases and linked food affordability to fuel-price volatility. Sustainable agriculture systems must use energy more efficiently; increase usage of field waste products to generate energy; and promote the development of alternative and renewable sources of energy in a balanced manner that does not compete with our need for food.



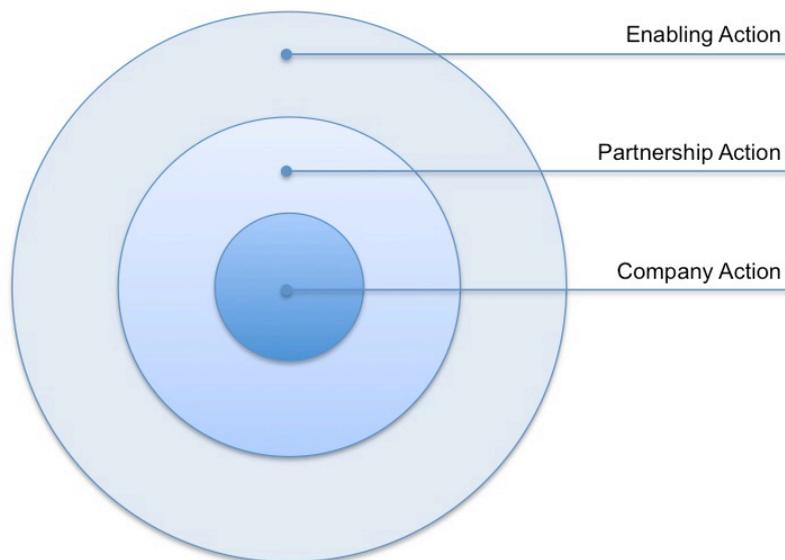
## Animal and Marine Welfare



Animals provide food, income, transport and opportunities for employment for almost 1 billion of the world's poorest people. Diets are shifting towards animal proteins as numbers of affluent people grow. Risks such as over-exploitation and inhumane behaviour must be addressed. Sustainable, commercially viable husbandry practices should be developed and promoted. Over-exploitation of fish-stocks should be avoided by ensuring good management; and good practices for humane raising, handling, and slaughtering are essential components of sustainable agriculture systems.



## Actions



There are three types of action required for sustainable agriculture systems:

### **Company Action**

These are actions that companies can take by themselves, through their own strategies and operations. For example, at an operational level, companies can ensure safe working conditions for workers and comply with environmental legislation. Strategically, the private sector can drive market direction, make purchasing commitments and provide security to global supply chains that deliver the outcomes that define sustainable agriculture.

### **Partnership Action**

In some situations companies can play a strong role or significantly drive the process, but making real impact requires concerted action by several actors working in partnership with each other. For example, developing a community support programme in collaboration with community organisations, improving health care for employees in collaboration with the government or improving energy efficiency with support from research institutions.

### **Enabling Action**

In many cases it is necessary for other actors to create an environment in which companies can invest in or implement sustainable practices. For example, ensuring robust regulations is a role of government, and protecting property, land use and other rights should be led by government with the involvement of relevant and impacted stakeholders.

**Partnership and Enabling Actions are discussed in detail in the last sections of this paper.**

## What Could the SABPs Look Like?

Using the outcomes, factors and actions explained and described in the previous sections, we can **suggest** the 'frames' for six possible SABPs.

**Stakeholders should consider these frames and give feedback on whether they are appropriate.**

For example: Is what a particular principle saying reasonable? Also, are the context, aspects it addresses, and the actions it suggests valid?

The frames on the following pages follow this template:

**Frame for Principle 'X'**



**The Principle**

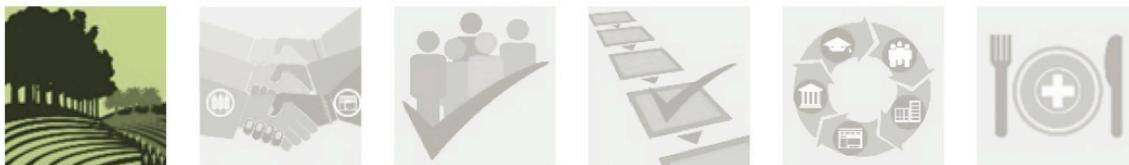
How this principle might be articulated

*What this principle means and aims to address:*

- Points about context
- Aspects and perspectives to discuss
- Actions that might be appropriate for a business to take

Image

## Frame for SABP 1



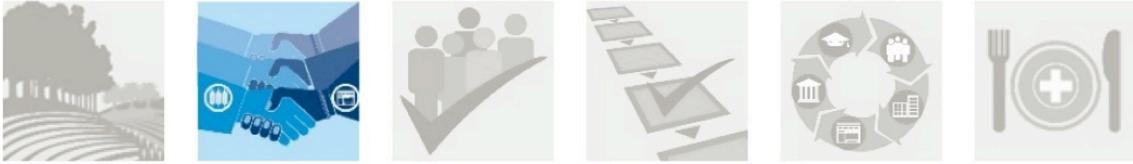
### Be Environmentally Responsible

Businesses should build, support and operate agriculture systems that deliver sustainable intensification sufficient to meet global needs, together with environmental protection, restoration and enhancement and improved resource efficiency.

- The growing demand for food, fuel and fibre must be balanced with environmental needs and pressures to ensure long-term viability of agriculture systems.
- Intensification by increasing yields per hectare and cropping intensity produces more in less space and minimises further land conversion. However, there are risks associated with the overuse of natural resources and degradation of ecosystems. The best available knowledge and technologies should be used to ensure that intensification delivers more without increasing environmental impacts.
- Academics and researchers have important roles to play in pursuing new technologies and better practices based on sound scientific principles for modern farming - regardless of whether in developed or developing countries.
- Solutions must always seek to optimise efficient use of natural resources such as soil, water and energy.
- Loss and waste throughout the value chain must be reduced.
- Environmental protection includes protecting biodiversity (including agricultural biodiversity), reducing greenhouse gas emissions and minimising pollution.



## Frame for SABP 2



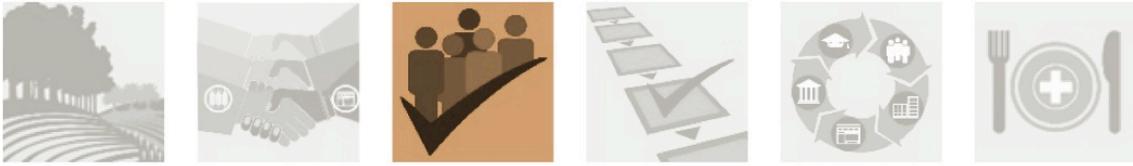
### Ensure Economic Viability and Share Value

Businesses should ensure that agriculture systems are economically viable and share value across the entire value chain from farmers to consumers.

- Agriculture 'systems' encompass a wide range of production and farming organisational structures and practices. Smallholder agriculture is a significant proportion of these.
- There are typically many stages in an agriculture value chain from production to final use. The benefits at each stage - and across the value chain generally - are not necessarily distributed evenly or proportionately to the actors involved.
- Some groups face disproportionate challenges in getting access to markets and finance.
- Businesses must avoid unprofitable and unsustainable farming activities at any scale of operation. Creating an enabling environment for entrepreneurship is a key component for systemic viability.
- Sustainable agriculture is good for business and generates efficiencies and productivity that improves the economic viability of the grower, the farm and the local communities that depend on it – both now and for future generations.
- There is often a lack of transparency in supply chains. This makes it easier to source from unsustainable production and to propagate inequitable business models.
- Cooperatives and producer organisations are important for the support of small and disadvantaged producers.



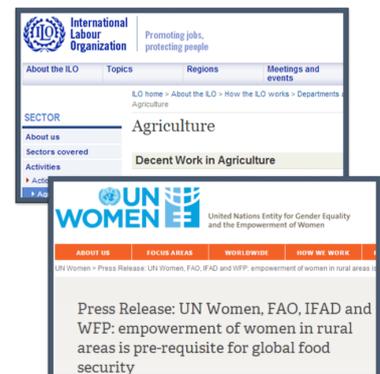
## Frame for SABP 3



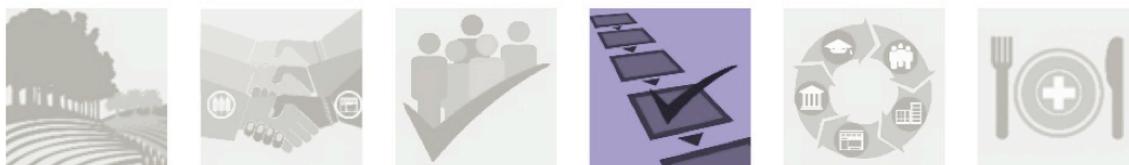
### Respect Human Rights, Create Decent Work and Help Rural Communities to Thrive

Businesses in agricultural systems should improve the lives of workers and farmers, respect the rights of all people, and provide equal opportunities that result in communities that are attractive to places work, live and invest.

- Respect for human rights is core to the United Nations and the Global Compact.
- Agriculture has many sector-specific issues relating to seasonal work, migrant workers and health and safety risks.
- Thriving rural communities develop and offer opportunities for all community members including women, youth, indigenous people and other marginalised groups.
- The community has control over its own future.
- Gender equality and empowerment are fundamental to the welfare of women and children.



## Frame for SABP 4



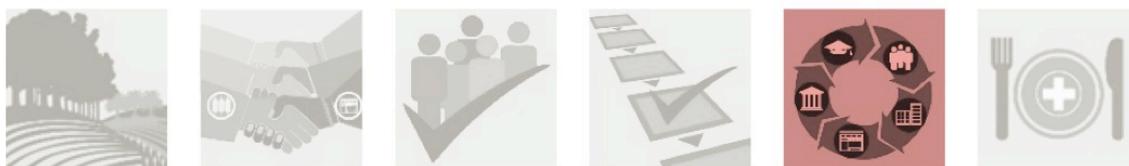
### Encourage Good Governance and Accountability

Businesses should avoid corruption, respect the law, recognise resource and land rights and be transparent in agricultural systems.

- Weak governance and poor use of land works against long-term sustainability in agriculture.
- While businesses cannot make or enforce laws, they can support governments to do this better, and align their strategies and operations with national action plans. As they do so, businesses should encourage and support the inclusion of a wide range of stakeholder groups wherever necessary.
- Unclear or inequitable land and resource use rights are major challenges to long-term sustainable agriculture. The ability to resolve such issues are not generally within the purview of businesses, but their actions can support, influence or undermine any process to do so.
- Key stakeholders including farmers, rural communities and those with claims of rights to land or resources must be meaningfully involved in discussions on land governance.
- Transparency is central to good governance.



## Frame for SABP 5



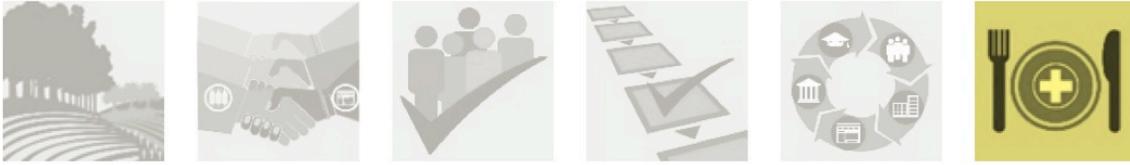
### **Improve Access to and Transfer of Knowledge, Skills and Technology**

Businesses should promote access to information and skills, adopt effective and innovative approaches and invest in new technologies for better agricultural systems.

- Improving access to information and skills is vital but can be challenging, particularly for small-scale producers.
- It is important to work in partnership with governments, cooperatives and other groups, such as research bodies.
- Good practices should be adapted for adoption in local contexts.
- Developing new technologies requires partnerships between academic and research organisations and intended users.
- Effective public-private partnerships could help to bridge gaps in development where access to finance is difficult.
- When good practices and new technologies are developed, they should be relevant to both small and larger scale producers and processors.



## Frame for SABP 6



### Aim for Food Security, Health and Nutrition

Businesses should aim to develop agriculture systems that provide enough food and proper nutrition for every person on the planet.

- Sustainable agriculture systems should contribute to national food security and ensure that populations have access to healthy and nutritious foods.
- Women play an important role in managing household nutrition and diets, particularly for children and youth. Closing the income gap between men and women can significantly improve access to more and higher-quality food.
- Good hygiene and sanitation contribute to healthy lifestyles.
- Developing better food distribution and trade networks, and transport and storage infrastructure both internationally and domestically can significantly improve global, regional and local access to food. It will also reduce waste along the entire agriculture value chain - from harvest, to storage, transport and consumption.
- Local food markets are a way to provide access to more affordable food.
- Building agricultural systems that are adaptive and resilient to climate change is important for food and livelihood security.



## Actions to Deliver Sustainable Agriculture

Earlier, we noted three ways in which sustainable agriculture can be delivered:

- **Company Action** using the guidance of principles
- **Partnership Action** and building on existing initiatives
- **Enabling Action** to create an enabling environment

The outcomes, factors and actions described in the paper so far are developed for direct Company Action, but are relevant also to Partnership and Enabling Actions. These other types of actions are discussed in this section of the paper.

### Partnership Actions

While businesses can and should drive the implementation of many activities for sustainable agriculture, there are situations where it is either necessary or more effective to work in partnership with other stakeholders.

The type of partnerships required to deliver sustainable agriculture will vary significantly from one place to another. Whether at local, domestic, regional or international levels, they will depend on the specific context and needs of stakeholders.

To be effective, partnerships and collective actions should develop a strategic framework for engagement that considers:

- **Context and Needs:** What issues need to be addressed, who will benefit from the activities, and how?
- **Interaction of Stakeholders:** How will stakeholders be engaged, who should be involved in constructive dialogue, and how should the partnership be formed?
- **Responsibilities and Reporting:** Who is responsible for doing what, what is being contributed by whom, and how are the activities being delivered and measured?

#### Successful Partnerships:

- Have shared vision and long-term goals.
- Involve relevant stakeholders for buy-in to partnership and implementation.
- Expectations of different actors are realistic, clearly defined and mutually agreed.
- Partners contribute based on their experience, knowledge and competency. They are accountable for their actions.
- Clear milestones and interim goals provide momentum and motivation for continuous improvement.
- Good coordination between actors keeps activity focused and effective.
- There is transparency and flexibility.
- Awareness raising and capacity building ensures that different stakeholders know what they have to do, how and when to do it, and why they are doing it.

## Always Engage Responsibly

Stakeholders should engage responsibly with each other when they form and implement partnerships. The Box below suggests how this should happen.

### Principles for Responsible Engagement

- Principle 1** Advance sustainable agriculture management: Responsible business engagement in policy development is motivated by a genuine interest in furthering efficient, equitable, and ecologically sustainable agricultural management.
- Principle 2** Respect public and private roles: Responsible business engagement ensures that activities do not infringe upon, but rather support, the government's mandate and responsibilities to develop and implement policy. Acting consistently with this principle includes business commitment to work within a well-regulated (and enforced) environment.
- Principle 3** Strive for inclusiveness and partnerships: Responsible engagement promotes inclusiveness and meaningful partnerships across a wide range of interests.
- Principle 4** Be pragmatic and consider integrated engagement: Responsible engagement recognizes the interconnectedness among agriculture and many other policy arenas. It is a proactive, rather than reactive, approach and is cognizant of, and sensitive to, the environmental, social, cultural, and political contexts within which it takes place.
- Principle 5** Be accountable and transparent: Businesses are fully transparent and accountable for their role in a way that ensures alignment with sustainable agriculture system management and promotes trust among stakeholders.

Adapted from Core Principles for Responsible Engagement in  
UNGC Guide to Responsible Business Engagement  
with Water Policy (November 2010)

## Involve UN agencies and Inter-Governmental Organisations

Many UN agencies and IGOs have deep knowledge and experience of agriculture. They also regularly engage and convene stakeholders, including governments and the private sector, and provide platforms for discussions to enable the formation of partnerships at national and international levels.

Key agencies include: FAO, WFP, IFAD, UNDP, UNEP, UNICEF, ILO, UNESCO, UN Women, ITC, as well as IFC and the World Bank.

Involving relevant agencies in partnerships as objective resource-providers and interlocutors may generate more balanced and holistic interactions between different stakeholders.

## Build on Existing Initiatives

There are many established or developing public and private initiatives that aim to address some of the sustainability issues highlighted in the SABPs process. The SABPs do not duplicate or replace these efforts.

Using the SABPs as a foundation might help businesses, governments and other stakeholders to build better partnerships within these initiatives. The SABPs encourage actors to link with, and partner through, existing initiatives wherever possible – especially if this means that innovation for sustainable agriculture can be scaled-up and compliment other development objectives. Initiatives can be categorized as follows:

**Multi-stakeholder Initiatives** are generally voluntary market-based approaches developed through consultation, negotiation and consensus between all parties that have a stake in a specific commodity, sector or country. Voluntary standards and certification schemes are examples of this type of initiative.

**Private Sector Initiatives** establish better industry norms through codes of conduct, purchasing standards, social entrepreneurship, extension services and corporate social responsibility. In some cases these are developed in collaboration with other stakeholders including governments and NGOs. These initiatives can apply to the sector globally, or evolve in response to specific national or local conditions.

**Government Initiatives** are policies, targets and the regulations that frame and enforce them. They are designed to align the actions of businesses and other stakeholders to meet national needs.

It is important to note that many initiatives are designed to focus on specific topics or elements of sustainability. For manageability some initiatives must establish parameters that may not always recognize the extent of inter-connectedness between stakeholders and their interests.

**Bilateral Partnerships** are typically between donor and beneficiary countries or other stakeholders. They can be long-term and focused, for example, on institutional capacity building or developing climate change strategies.

**Good Practice Approaches** offer guidance on how to address, undertake and implement particular social and environmental issues, such as to High Conservation Value (HCV) areas and Free, Prior and Informed Consent (FPIC).

**Multilateral Initiatives** draw on the expertise, experience and reach of United Nations agencies and other international organisations. They can objectively convene, broker and implement sustainability initiatives together with and between governments, businesses, communities, NGOs, academia and other stakeholders.

The SABPs are an operating framework developed from the starting point that all factors in sustainable agriculture are related, that all stakeholders must be fully included, and that sustainability must be addressed and managed from the farm level upward.

## Enabling Actions

For companies to lead, operate responsibly and partner effectively, they should be enabled to do so. Other actors should actively help in these areas:

- **Laws, Regulation and Enforcement:** Businesses need laws and regulations that promote better practices and set a baseline for environmental and social performance. Proper enforcement reinforces good behaviour, maintains respect between stakeholders, and protects all interests. Reducing bureaucracy and reconciling conflicts of policy between regulatory bodies will lessen the likelihood of corruption.
- **Progressive Policy:** Sustainable agriculture must be consistently supported and encouraged at every level and scale. This means smart subsidies, avoiding perverse incentives that undermine good practice, and providing support for particular activities such as smallholder development or advancing the role of women in agriculture.
- **Support for R&D:** Smaller farmers and companies depend on research done and made available by global and national institutions. Larger companies with resources to invest in research and development should have incentives to share for the common good.
- **Access to Technology, Skills and Information:** Includes investment to develop institutions, subsidizing access to new technology (e.g. drip irrigation), good inputs (e.g. quality planting material), training and information (e.g. better agronomic practices).
- **Infrastructure:** Investment in transport and communication networks, storage, electricity and access to the Internet at local and national levels will deliver multiple benefits to communities, farmers and businesses by increasing productivity and enabling economic growth.
- **Land Tenure and Land Use Planning:** Clarity, security and equity regarding land and related rights requires the government to lead processes that include all stakeholders who have interests in, or may be impacted by, any activity that takes place on land, including sustainable agriculture.
- **Convening Stakeholders:** Discussions in solution-orientated spaces are more likely to deliver workable paths forward. Unbiased interlocutors and facilitators, such as UN agencies, may help communities, farmers, civil society groups and companies together to overcome distrust and suspicion.
- **Data:** Information of all types is essential for sustainable agriculture systems. This includes weather information, soil types, transport networks and population demographics. Collecting and analysing global agricultural farm data, and making it available widely, requires the efforts of many working in concert. Research and academic institutions should continue to lead, funded by various actors including governments, international bodies and private sector.
- **Culture:** Driving, managing and establishing the value of sustainability depends on how stakeholders are engaged and implementation is carried out. Different cultures and contexts require different approaches. Governments, NGOs and international bodies with deep local knowledge and experience should guide and facilitate uptake in local communities, farmers and businesses.

## Annex – Participants in CAG Meetings

This annex lists all individuals who participated in one or more of the Core Advisory Group meetings in Phase 1 of the SABPs process.

### Private Sector

Mr. Naty **Barak**

Chief Sustainability Officer

**Netafim**

Leads sustainability at Netafim, a global pioneer in drip irrigation solutions, following several prior management posts with expertise in Marketing. Active steering committee member of the UNGC CEO Water Mandate. Graduate of International Relations and Political Sciences, then Executive Management Programme from Business School (Israel).

Mr. Jean-Paul **Beens**

Head of Public Affairs  
and Industry Relations

**Yara International ASA**

Hands-on and field experience in Production, Strategy, Mergers & Acquisitions, Projects, Sales and Regulatory Affairs. Several operational responsibilities internationally over 28 years with Yara, a global operating plant nutrient company. Current focus on global commitment and providing solutions for sustainable nutrition. Master in Internal Audit and Accountancy.

Dr. Olaf **Brugman**

Team Leader, Sustainability  
Policies & Reporting

**Rabobank Group**

Leads on policies, reporting, issue management and client engagement approaches, with specialty in sustainability and corporate social responsibility. Previously at PwC. Doctorate in Business studies and MA in Public Administration (Netherlands).

Mr. Nikolai **Fuchs**

Agricultural Expert / President  
Nexus Foundation

**SEKEM Group**

Rich practical experience in agriculture, through consulting and observations in organic farming globally. Previously at Nature Centre Eifel, the German Demeter Association, Demeter International Brussels and the Agricultural Section at the Goetheanum Academy in Switzerland. Master of Agricultural Sciences with major in Nature Protection and Landscape Ecology (Germany).

Dr. Juan **Gonzalez-Valero**

Head Public Policy  
and Partnerships

**Syngenta International AG**

Leads integration of sustainability into core business practice and corporate responsibility strategy. Progressively headed Ecological Risk Assessment, Sustainable Use and Stewardship, and Corporate Responsibility functions. Previously Head of Ecotoxicology at Novartis. PhD in Biology, Ecology and Environmental Toxicology, and BA in Biology (Germany).

Mr. Jeremy **Goon**

Group Head of CSR

**Wilmar International Ltd**

Responsible for alignment to global practices in environmental, social and economic sustainability. Heads Carbon Offset Credit Development, including CDM projects. Previously EU Head of Operations overseeing edible oil refining and trading. VP of RSPO representing the Malaysian Palm Oil Association and co-chaired the GHG Working Group. BA in Law and Management (UK).

## Private Sector (continued)

Mr. Khairudin Hashim  
Head Group Sustainability  
& Quality Management  
**Sime Darby Berhad**

Leads policy development and implementation of sustainability and quality management at group level. Previously held various positions including agricultural scientist on oil palm, rubber, cocoa and fruits, and Head of Plantation R&D. Bachelor in Agricultural Science, Masters in Agricultural Science (Plant Pathology) and Masters in Management (TQM) (Malaysia).

Mr. Ian Hope-Johnstone  
Senior Director,  
Sustainable Agriculture  
**PepsiCo, Inc**

Leads global development and implementation of the Sustainable Farming Initiative (SFI), a farm-based verification program that complements the Performance with Purpose principles outlined in PepsiCo's Agricultural Sustainability policy. Industry expert on agricultural sourcing and sustainable development initiatives. BSc in Agriculture.

Dr. Nicola Kimm  
Corporate Director  
Sustainability  
**CSM N.V.**

Leads sustainability strategy and implementation for this food and bio-based chemicals MNC. Previously with BASF in EU, Asia and North America for sustainability communications, production management and technical development. Doctorate in Industrial Production (Germany), MSc and BSc in Chemical Engineering and Biology (Canada).

Ms. Juliana Lopes  
Sustainability Manager  
**Grupo Andre Maggi**

Currently manages the Group's Sustainability function. Graduate in International Relations with an MBE in Social Responsibility and Third Sector. Participated in recent achievements of the Group, including certification to the ProTerra Standard, the Round Table on Responsible Soy (RTRS), and recognition by Forest Footprint Disclosure (FFD).

Mr. Brian Lowry  
Deputy General Counsel  
**Monsanto Company**

Responsible for leadership of key legal functions and public policy including human rights, human resources and immigration; intellectual property policy; international trade policy, negotiations and compliance; multinational and UN related matters; and stakeholder and socially responsible investor engagement. Juris Doctoris and BSc in Education (USA).

Mr. Duncan Pollard  
AVP, Stakeholders Engagement  
in Sustainability  
**Nestle S.A.**

Expertise covering a broad range of sustainability issues including forestry, freshwater, climate change and rural development. Previously with Shell and WWF. Chartered Forester and Chartered Environmentalist, BSc (Hons) in Forestry (UK).

Mr. Heikki Rissanen  
Senior Vice President  
Forest Strategy & BI  
Biomaterials Division  
**Stora Enso Oyj**

Works with global forest strategy for the company. Expertise in strategic planning and international forestry issues. Formerly Forestry Advisor at Ministry for Foreign Affairs of Finland and Forest Sector Expert at FAO. MSc in Forest Economics and a professional degree in Journalism (Finland).

Mr. Cesare Ronchi  
EU & Turkey, Wheat and Semolina  
Purchasing  
**Barilla Holding SpA**

Responsible for the Sustainable Grain Project for EU and Turkey working on quality and sustainability of cereals farming. With Barilla since 1997, for 5 years with R&D. Degree in Agriculture (Italy).

## Private Sector (continued)

<p>Dr. Beth <b>Sauerhaft</b> Senior Director, Corporate Agro Sustainability <b>PepsiCo, Inc</b></p>	<p>Carries out long-term risk analysis and strategy development to guide and develop global policies and programs for agriculture, health and the environment. Previously at US EPA and USDA-NRCS. PhD in Rangeland Ecology and Management, Masters of Environmental Management in Natural Resource Ecology and BA in American Studies (USA).</p>
<p>Mr. Klaas <b>Smits</b> Head of Food and Agriculture Strategies <b>Robeco</b></p>	<p>Leading the team to create sustainable competitive advantage in Food and Agriculture business. Expertise in asset management. BSc in Economics (Netherlands).</p>
<p>Ms. Abby <b>Spring</b> Senior Vice President Global Social Responsibility <b>Edelman</b></p>	<p>At the Food and Nutrition practice focused on global public health, women's empowerment, food security and sustainable agriculture. Helps companies with global policy and communications. Previously strategized for multi-lateral organizations and non-profits such as the UN World Food Programme, World Bank and WWF. MA in International Public Policy (USA).</p>
<p>Mr. Sivakumar <b>Surampundi</b> Chief Executive Agri Business Division <b>ITC Ltd.</b></p>	<p>Pioneered farmer empowerment initiative for over 4 million small farmers through customised agri-extension and market linkage services. ITC has earned UNDP World Business Awards (2004 and 2012), Development Gateway Award (2005), Stockholm Challenge Award (2006), UNIDO Innovative Agribusiness Solutions (2008) and others. MBA in Rural Management (India).</p>
<p>Ms. Anna <b>Swaites</b> Head of Water and Food Security Policy <b>SABMiller plc</b></p>	<p>Responsible for policy in how agriculture influences inclusive economic growth, resource and environmental management and social development. Previously led the Cadbury Cocoa Partnership at Kraft Foods and Cadbury, and before that was a strategy consultant to the food and drink industry. BA in Law and German (UK).</p>
<p>Ms. Tish <b>Van Dyke</b> General Manager Washington D.C. <b>Edelman</b></p>	<p>Global Food Sector Lead responsible for developing and implementing campaigns where public health, the environment, security and business converge. Previously at Burson Marsteller, the National Foundation for Brain Research and National Coalition for Neurological Disorders and Stroke. BA and MA in History (UK).</p>
<p>Dr. Jan-Kees <b>Vis</b> Global Director Sustainable Sourcing Development <b>Unilever</b></p>	<p>Oversees Sustainable Agriculture Programme and leads the Roundtable on Sustainable Palm Oil. Co-chair of the Sustainable Food Laboratory steering group, member of the ISEAL Stakeholder Council and was a board member of the Roundtable on Responsible Soy. PhD in Chemistry (Netherlands).</p>
<p>Mr. Luke <b>Wilde</b> Director <b>TwentyFifty Ltd</b></p>	<p>Helps companies navigate changing social expectations and manage social impacts. Pioneer in integrating respect for human rights into corporate practices and leading corporate human rights training globally. Previously at UN System Staff College and PwC Consulting. BA in Mathematics and Diploma in Management Studies (UK).</p>

## Civil Society, NGOs, Experts and Academics

Ms. Hee Won **Brindle-Khym**  
Acting Director Civil Society  
Engagement  
**Fair Labor Association FLA**

Expertise in international and domestic labor rights. Has worked for the Worker Rights Consortium and UNITE HERE coordinating and supporting international workers' rights campaigns. Previously a board member of Sweat Free Communities. BA in Geology and Master of Public Policy and Administration (USA)

Mr. Herman **Brouwer**  
Senior Advisor Multi-Stakeholder  
Processes  
**Centre for Development  
Innovation, Wageningen UR**

Active in food security, sustainable markets, adaptive agriculture, ecosystem governance and conflict, disaster and reconstruction. As a policy and strategy advisor, he is skilled in facilitation, coaching and analysis. Previously worked at ICCO, CWS Cambodia and SCALE Integrated Aquaculture Programme. MA in Development Communications (Netherlands).

Ms. Elizabeth **Dribben**  
Director of Policy  
**International Co-operative  
Alliance ICA**

Extensive political experience both in the US and internationally, ran the Humane Society of the US European office, and lobbied through the UN system as EU's chief representative at ECOSOC. She worked closely with EU politicians to achieve the EU ban on pelagic drift nets. Juris Doctor and BA in Law (USA).

Ms. Jenny **Everett**  
Associate Director  
**Aspen Network of  
Development Entrepreneurs  
(ANDE)**

Oversaw the launch of six regional chapters and currently manages the international team at ANDE, a global network of innovative organizations that propel entrepreneurship in emerging markets. Previously worked at Investors' Circle, Hispanics in Philanthropy and DoubleClick. MBA in Social Entrepreneurship and BA in Latin American Studies (USA).

Ms. Daniela **Ibarra-Howell**  
CEO and Co-Founder  
**Savory Institute**

Works globally to restore grasslands, and reverse desertification for conservation, economic and social goals. Worked with pastoralists and agricultural communities worldwide. Agricultural Sciences in desertification control (Argentina), Master's in Natural Resource Management and Economics (NZ) and certificates in Negotiations and Conflict Management (USA).

Dr. Molly **Jahn**  
Professor, Centre for  
Sustainability and the Global  
Environment  
**University of Wisconsin-Madison**

Former Dean of Agriculture, and Deputy and Acting Under Secretary at USDA. Represented the US on CGIAR Commission for Sustainable Agriculture and Climate Change. Chairs Scientific Advisory Committee for the Energy and Environmental Sciences Directorates at US DoE Oak Ridge National Lab and leads initiative on knowledge systems for sustainability. PhD in Plant Breeding (USA).

Dr. Aled **Jones**  
Director  
Global Sustainability Institute,  
**Anglia Ruskin University**

Expert on climate finance, chairs Capital Markets Climate Initiative for UK Minister for Climate Change. Sits on UNEP FI insurance sector working group. Previously Deputy Director, Cambridge Programme for Sustainability Leadership and Director, Climate Leadership Programme for UK Foreign and Commonwealth Office. PhD in Cosmology (UK).

## Civil Society, NGOs, Experts and Academics (continued)

<p>Mr. Alejandro <b>Litovsky</b> Founder and Director <b>Earth Security Initiative</b></p>	<p>Leads cross-sector platform targeting systemic risks and opportunities that land-related industries face due to resource security issues. Previously held senior positions at think-tanks Volans and AccountAbility. Worked with Shell International's Future Scenarios team and the AVINA Foundation in Latin America. MSc in Political Sociology (UK) and BA in International Relations (Argentina).</p>
<p>Mr. Jeffery <b>Malcolm</b> Manager Business and Industry <b>WWF</b></p>	<p>Corporate sustainability professional specializing in agricultural and food industries. Experience in market analysis, certifications and standards, and managing supply chain risks. Previously Co-Chief Sustainability Officer at Daniels College of Business. MBA in International Business, MA in Global Finance and Trade, and BA in English Linguistics (USA).</p>
<p>Ms. Andrea <b>Malmberg</b> Director of Research and Knowledge Management <b>Savory Institute</b></p>	<p>Facilitated citizens in gathering data for interpreting and understanding biological and sociological phenomena to make sound ecological, economic, and quality of life decisions. BSc in Agriculture, MSc in Natural Resources and Master of Applied Positive Psychology (USA).</p>
<p>Mr. Edward <b>Millard</b> Director of Sustainable Landscapes <b>Rainforest Alliance</b></p>	<p>Leads capacity building and partner development for implementing Sustainable Agriculture Network (SAN) standards. Previously at Oxfam Fair Trade and Conservation International, supporting small-scale producers improve competitiveness. On the Editorial Advisory Board of the Enterprise Development and Microfinance journal. Degree in Business Administration (UK).</p>
<p>Ms. Naomi <b>Smith</b> Land Security Engagement Manager <b>Earth Security Initiative</b></p>	<p>Founded a sustainable food social enterprise in London prior to current role, which empowered high-risk individuals to lead independent lives while creating awareness about the global food security and sustainable agriculture agendas. MSc in Strategic Leadership Towards Sustainability (Sweden) and a Bachelor's degree in International Development (Canada).</p>
<p>Mr. Joseph <b>Thomas</b> Project Consultant Centre for Social Innovation and Entrepreneurship <b>IIT Madras</b></p>	<p>Experience in sustainable agriculture, information and communications technology and renewable energy. Previously Chief Technology Officer at Villgro Innovations Foundation. Began career working on deploying technology solutions to rural areas. Bachelor of Technology in Aeronautical Engineering (India).</p>
<p>Dr. Jim <b>Woodhill</b> Former Researcher <b>Centre for Development Innovation, Wageningen UR</b></p>	<p>Global experience at the international level in agriculture, rural development and natural resource management. Combines a deep understanding of the issues affecting the future of agri-food systems with experience in facilitating multistakeholder change processes and programme evaluation. PhD in Political Economics and degree in Agricultural Science (Australia).</p>

## Commodity Roundtables

**Ms. Jimena Frojan**

Technical and Programme Unit

**Round Table on  
Responsible Soy**

Responsible for supervising activities for developing and maintaining RTRS standards, the certification bodies' recognition process, the coordination of National Interpretations, and implementers and auditors training. Previously in environmental and CSR consulting and auditing. Bachelor's Degree in Environmental Sciences (Argentina).

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**Mr. Rafael Seixas**

Research and Policy Analyst

**Bonsucro**

Expertise includes regulatory policies, voluntary regulation, corporate social responsibility, biofuel regulation, and international political economy. Previously did climate change and sustainability policy development at the City Hall of Sao Paulo (Brazil). MSc in International Public Policy (UK) and Bachelor's Degree in International Relations (Brazil).

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## Facilitators

**Ms. Bilge Daldeniz**

Programme Manager

**ProForest**

Expertise in agricultural commodity, biofuel and forestry standards and tourism certification. Previously led research at a consultancy, with experience in international development, including earthquake relief, education projects, study and fieldwork in Asia, Latin America and Africa. BA in Politics and MRes in Environment and Development (UK).

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**Dr. Ruth Nussbaum**

Director

**ProForest**

Expert in certification and sustainable management of natural resources. Experience includes running a global forest certification programme, advising governments, industry and NGOs on responsible natural resource management, developing international and national standards and writing a range of guides and books. PhD in Forestry Rehabilitation and degree in Chemistry (UK)

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**Ms. Pavithra Ramani**

Senior Project Manager

**ProForest**

Background in economics, biodiversity conservation, agricultural commodities and GHGs. Facilitates working groups, delivers training courses, undertakes field assessments for growers against sustainability standards and policy development in agricultural commodities, particularly oil palm and sugar. MSc with focus on sustainable oil palm production and smallholders (UK).

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**Ms. Dawn Robinson**

Associate Director

**ProForest**

Extensive experience in developing and implementing certification and accreditation systems, including forest certification, and global multi-stakeholder initiatives working with soy, cotton, sugarcane and oil palm. Her experience includes projects working with participatory land-use planning, advocacy and information networks and participatory monitoring and evaluation.

## Others (Ad-Hoc)

Oxfam International, Oxfam (US) and Oxfam (UK)

McKinsey & Co

The Forest Trust (TFT)

# United Nations and International Organisations

## UN High Level Task Force on Global Food Security

Dr. David Nabarro  
Special Representative of the UN Secretary General for Food Security and Nutrition (SRSG)

Mr. Gabriel Ferrero  
Advisor, Coordination Team of SRSG

Ms. Marlen Schuepbach  
Advisor, Coordination Team of SRSG

## UN Food and Agriculture Organization

Mr. Javier Molina Cruz  
Liaison Officer, NY

Dr. David Neven  
Marketing Economist, Rural Infrastructure & Agro-Industries Division

## International Finance Corporation

Mr. Mark Constantine  
Manufacturing, Agribusiness & Services

## International Fund for Agricultural Development

Mr. Brian Baldwin  
Senior Operations Management Adviser

Mr. Zak Bleicher  
Partnership Officer, NY Liaison Office

## International Labour Organization

Mr. Vinicius Pinheiro  
Deputy Director, NY Office

Ms. Githa Roelans  
Senior Specialist MNEs and Social Policy

## International Trade Centre

Mr. Joseph Wozniak  
Programme Manager, Trade for Sus-Dev

Ms. Meg Jones  
Women and Trade Programme Manager

Mr. Mathieu Lamolle  
Market Analyst

## Office of the High Commissioner for Human Rights

Ms. Asako Hattori  
Human Rights Officer

## UN Forum on Sustainability Standards

Mr. Arpit Bhutani  
Administrative Support Officer

## UN Conference on Trade and Development

Mr. William Speller  
Associate Economic Affairs Officer

## Committee on World Food Security

Ms. Christina Blank  
Chair, Open-Ended Working Group on Principles for Responsible Agricultural Investments

Ms. Robynne Anderson  
CFS Private Sector Mechanism

## UN Department of Economic and Social Affairs

Ms. Diana Alarcon  
Senior Economic Affairs Officer

Mr. Sergio Vieira  
Social Affairs Officer

## UN Development Programme

Mr. Casper Sonesson  
Deputy Director, Private Sector

Ms. Anna Bexell  
Green Commodity Initiative

Mr. Marcos Neto  
Global Advisor Disaster Risk Reduction & Emergency Preparedness

## UN Environment Programme

Mr. James Lomax  
Agri-food Programme Officer  
Sustainable Consumption and Production

Mr. Juan Rengifo-Borrero  
Programme Officer, Intergovernmental Policy

## UN Global Compact

Dr. Puvan J Selvanathan  
Head, Sustainable Agriculture

Ms. Adrienne Gardaz  
Policy Advisor & Programme Manager

Mr. Pierre Cannet  
Advisor, Environment and Climate

## UN World Food Programme

Mr. Jay Aldous  
Director of Global Private Partnerships

Ms. Isabel Burchard  
Private Partnerships Manager North America

## UN Women

Ms. Tacko Ndiaye  
Adviser on Economic Empowerment

## World Bank

Mr. Giuseppe Fantozzi  
Senior Rural Development Specialist, Agriculture and Environmental Services