



Validating the Food and Agriculture Business Principles

Synthesis of stakeholder feedback on UN Global Compact's draft FAB principles

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Abstract : This report synthesizes the feedback, and draws conclusions regarding the final drafting of the Food and Agriculture Business (FAB) Principles, formerly known as SABPs. UN Global Compact has engaged with stakeholders within and outside its local networks to solicit feedback on the draft Principles. Over a period of 10 months, 17 country consultations were conducted, complemented by an online survey, representing a wide range of stakeholders in the agro-food system. The main conclusion is that there is support for each of the 6 draft Principles, and for the creation of FAB Principles in general. However, the high level language of the FAB Principles draws concerns from stakeholders regarding how they might be applied in implementation, and actually translated into partnerships and enabling actions relevant for local situations.

Keywords: food, agriculture, sustainability, United Nations Global Compact, multi-stakeholder, global

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CDI report CDI-14-009

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Executive summary

Since the White Paper on Sustainable Agriculture Business Principles (SABPs) was released in July 2013, UN Global Compact (UNGC) has engaged with stakeholders within and outside its local networks to solicit feedback on the draft Principles. This report synthesizes the feedback, and draws conclusions regarding the final drafting of the Food and Agriculture Business (FAB) Principles, formerly known as SABPs.

The consultation process comprised two modes administered in parallel: (1) UNGC Local Networks were encouraged to host a physical consultation to discuss the White Paper, and from January onwards to discuss the draft FAB Principles; (2) an Online Consultation was open from September 2013 to April 2014. Seventeen physical consultations were held by GC Local Networks - in Australia (2x), Bangladesh, Belgium, Brazil, Colombia, Costa Rica, Ghana, India, Japan, the Netherlands, Nigeria, the Nordics (comprising Denmark, Norway, Sweden, Finland), and Singapore, Spain, Turkey and United States of America. The online Survey was fully completed by 378 respondents. 668 People participated in the physical consultations, of which approx. 23% were from civil society, 44% private sector companies, and 33% were experts from governments, industry associations, academia and the United Nations responsible for food, nutrition, agriculture and the businesses involved. We also included comments provided by the Core Advisory Group for the FAB Principles that met in Geneva on 2 December 2013.

The main conclusion is that there is support for each of the 6 draft Principles, and for the creation of FAB Principles in general. The feedback from the second round of consultations reinforces the finding of the first round, and confirms the need for guidance of businesses in food and agriculture. Stakeholders also generally see the UN Global Compact as playing a role by championing in this endeavour. However, the high level language of the FAB Principles draws concerns from stakeholders regarding how they might be applied in implementation, and actually translated into partnerships and enabling actions relevant for local situations.

Stakeholder feedback asks for greater clarity on what signing-up to the FAB Principles requires. *Do the FAB Principles call for endorsement, implementation, or advocacy?* Several suggestions point to the need to consider the FAB Principles from the perspective of future users - i.e. business, governments, the UN system, civil society - to ensure these actors understand how the FAB Principles relate to them, what value they offer to each, and what success could look like. A view on what adherence to the Principles means, or could practically be, would be helpful to have in place when the Principles are adopted.

Specifically, stakeholders point to broadening the scope of agriculture in the Principles, including forestry and fisheries. Attention was also asked for a prominent role of the consumption-end of the value chain to complement the well-described production-end. Also, there is call to work on waste reduction as a strategy to become more sustainable. Finally, stakeholders express caution to avoid treating the Principles as isolated silos. It is considered important to explain the transition to sustainable agriculture as a systemic change, where factors and actors interact in a dynamic and non-linear way.

In formulating the FAB Principles, several key suggestions from consultations have been adopted. For example, changing the sequencing of the FAB Principles to place 'Frame 6' (on food security, health and nutrition) first, to logically reflect the overarching aim and expected outcome of sustainable agriculture. This, and other sequence revisions, also present the opportunity of greater alignment with the current iteration of the CFS/RAI *Zero Draft* document.


Generally, stakeholders mention the need to position the FAB Principles clearly in relation to other sustainable agriculture initiatives. This would help avoid confusion between initiatives, and make the FAB Principles more actionable in conjunction with other initiatives.

Finally, the feedback suggests that ongoing effort is needed to prioritize underrepresented stakeholder groups to achieve a better regional and industry balance in implementing the FAB Principles. It also is critical to start outlining pathways for bringing the FAB Principles to life. This report suggests that two

aspects are important in this regard: pragmatic experimentation in various locations allowing stakeholder interactions to inform the development of the FAB Principles; and smart compliance mechanisms that are well-coordinated with other sustainability initiatives.

More specific suggestions per draft Principle are also included, drawn from analysis of significant findings from the data set. Many suggestions by stakeholders of the first round of consultation have been taken on board in the process, other concerns are still pending. The main results of the first round online stakeholder survey are listed in the table below.

Frames	Should this frame constitute a unique principle?	How important is this frame?	Three key issues / factors according to respondents
1	<p>No 17% Yes 83%</p>	4.45 out of 5	<ul style="list-style-type: none"> - Minimizing waste and pollution - Protect biodiversity and conservation - Mitigate climate change
2	<p>No 30% Yes 70%</p>	4.00 out of 5	<ul style="list-style-type: none"> - Protect smallholders and eradicate poverty - Ensure market access and fair mechanisms - Emphasize supply chain wide approach
3	<p>No 22% Yes 78%</p>	4.41 out of 5	<ul style="list-style-type: none"> - Protect smallholders and eradicate poverty - Invest in local communities - Protect children
4	<p>No 32% Yes 68%</p>	3.96 out of 5	<ul style="list-style-type: none"> - Focus on accountability and anti-corruption - Need for government involvement - Need for monitoring systems and standards
5	<p>No 33% Yes 67%</p>	4.08 out of 5	<ul style="list-style-type: none"> - Educate smallholders - Invest in local communities - Disseminate knowledge and create sharing platforms
6	<p>No 22% Yes 78%</p>	4.33 out of 5	<ul style="list-style-type: none"> - Food safety and health care - Change food patterns and consumer behavior - Minimize waste and pollution

Factors	Actions	
<i>Five most important factors (score 1-5):</i> <ul style="list-style-type: none"> – Optimal use of soil and water (4.32) – Health and nutrition (4.24) – Biodiversity (4.13) – Small scale farmers and co-ops (4.13) – Land use and rights (4.10) 	<i>Correct strategy?</i>  <p>No 14%</p> <p>Yes 86%</p>	<i>Most important actions (rank 1-3):</i> <ul style="list-style-type: none"> – Enabling (1.87) – Partnership (1.99) – Company (2.14)

These graphs present outcomes of the first round of online consultation: respectively opinions on the 6 frames, most important factors and most important actions. Results of the second round are presented in Chapter 4. Appendix 1 explains the methodology used.

1. Why this report?

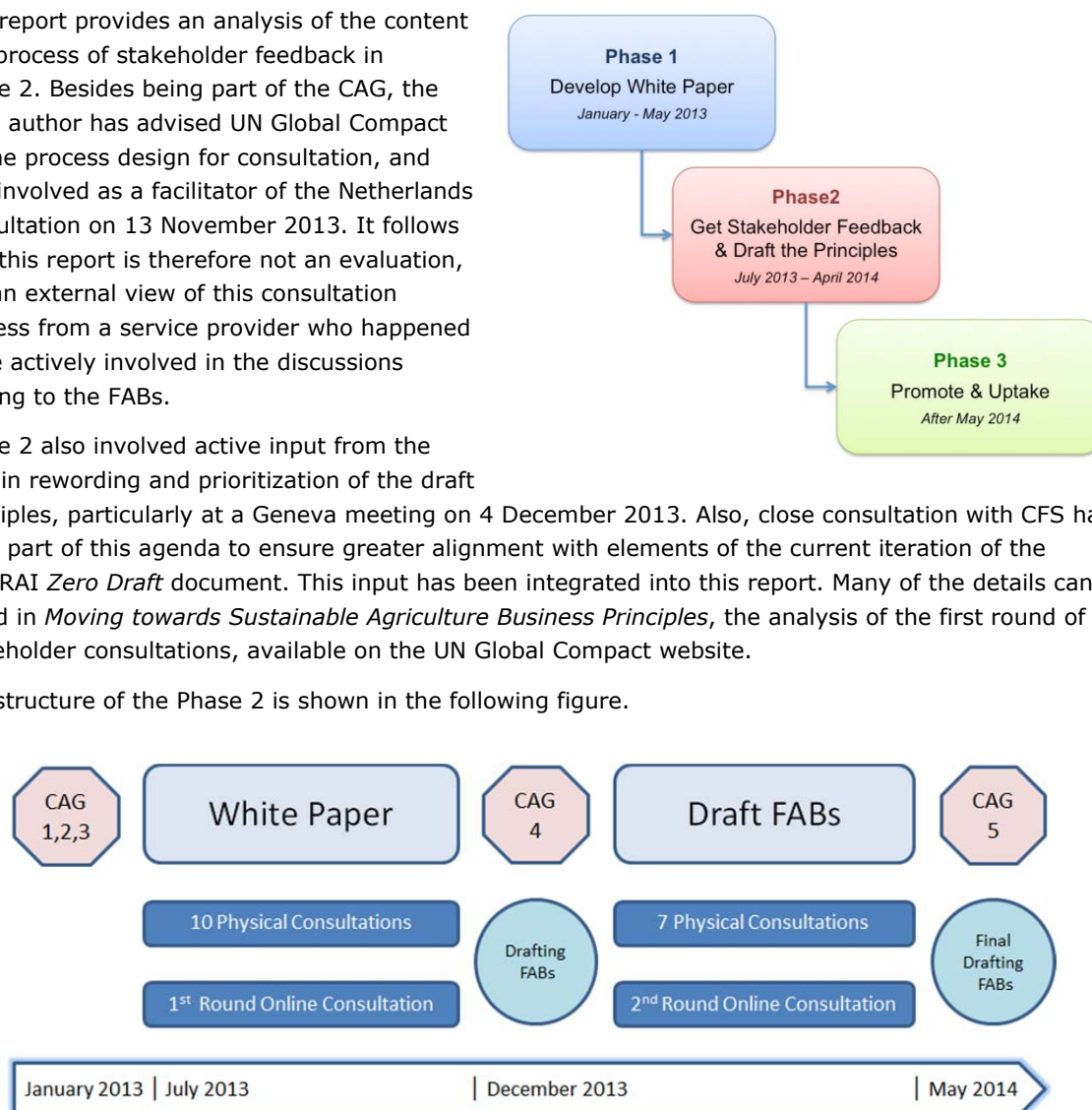
UN Global Compact started to develop the SABPs, later called FAB Principles, in 2012 after the call of Rio+20 outcome document *The Future We Want* to businesses and other stakeholders to intensify the delivery of sustainable agriculture. Given the fact that the global agriculture system is comprised of a diverse collection of actors, it was considered critical to engage stakeholders in the development of the FAB Principles from the beginning.

Between January and May 2013 three Core Advisory Group (CAG) meetings were held to develop the White Paper (Phase 1). Although it has been authored by UN Global Compact, it has been reviewed by CAG participants to ensure balance and fair representation of what had been discussed. The CAG was composed of around thirty Global Compact signatories: global food and agriculture companies and NGOs. These were complemented by experts, academics and key UN agencies.

This report provides an analysis of the content and process of stakeholder feedback in Phase 2. Besides being part of the CAG, the main author has advised UN Global Compact on the process design for consultation, and was involved as a facilitator of the Netherlands consultation on 13 November 2013. It follows that this report is therefore not an evaluation, but an external view of this consultation process from a service provider who happened to be actively involved in the discussions leading to the FABs.

Phase 2 also involved active input from the CAG in rewording and prioritization of the draft principles, particularly at a Geneva meeting on 4 December 2013. Also, close consultation with CFS has been part of this agenda to ensure greater alignment with elements of the current iteration of the CFS/RAI *Zero Draft* document. This input has been integrated into this report. Many of the details can be found in *Moving towards Sustainable Agriculture Business Principles*, the analysis of the first round of stakeholder consultations, available on the UN Global Compact website.

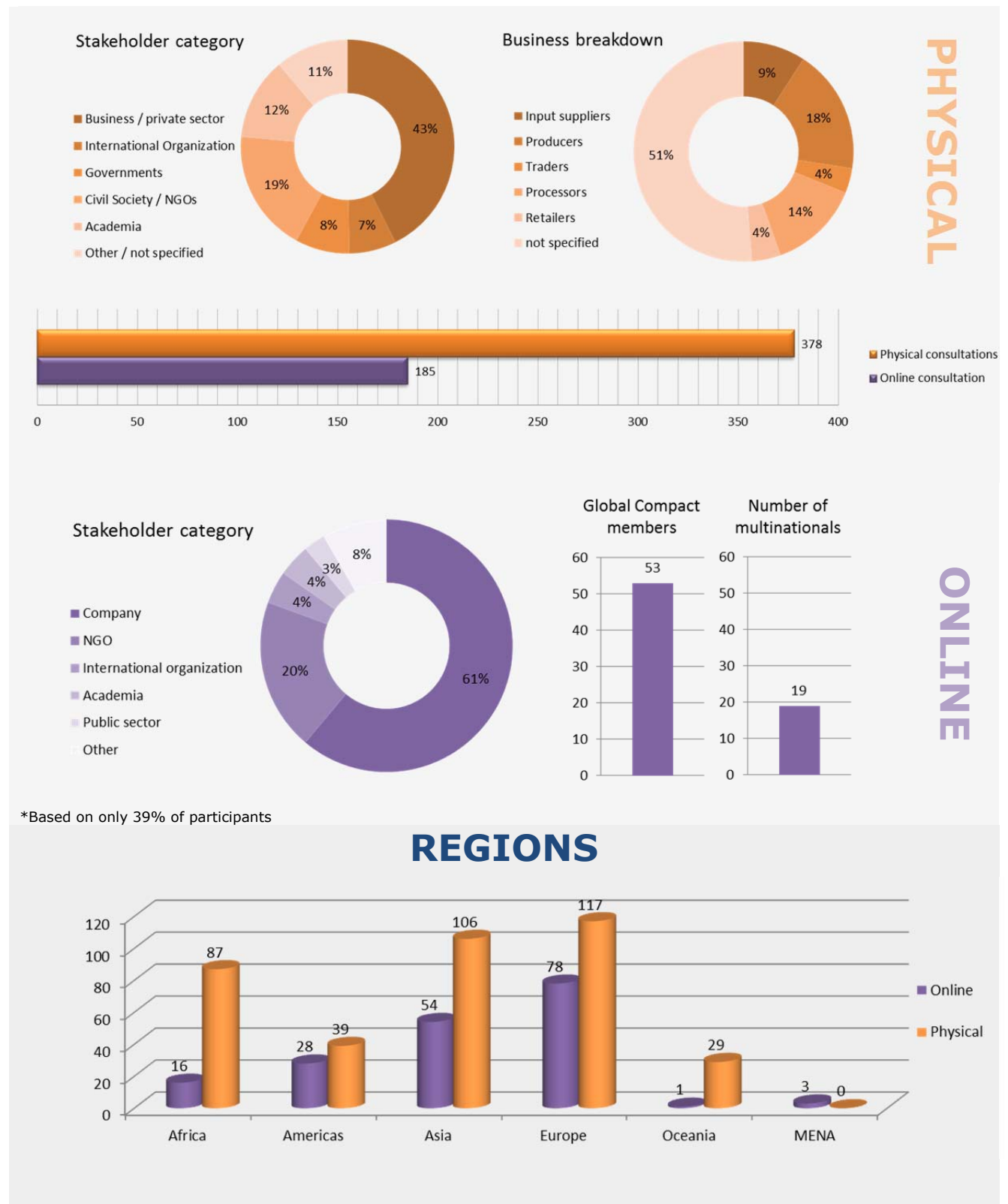
The structure of the Phase 2 is shown in the following figure.



A note on the methodology used for this analysis is offered in Appendix 1. For now, it is important to understand that the two rounds of consultation were about different topics: the first was about the White Paper, the second about the draft FAB Principles. The online survey was also adapted to fit this evolving nature of the topic of consultation. The implication is that survey results for the 1st and 2nd rounds are presented separately.

2. Who provided feedback?

2.1 Number and type of respondents



2.2 Representation

UN Global Compact has invested in stakeholder consultation on three levels:

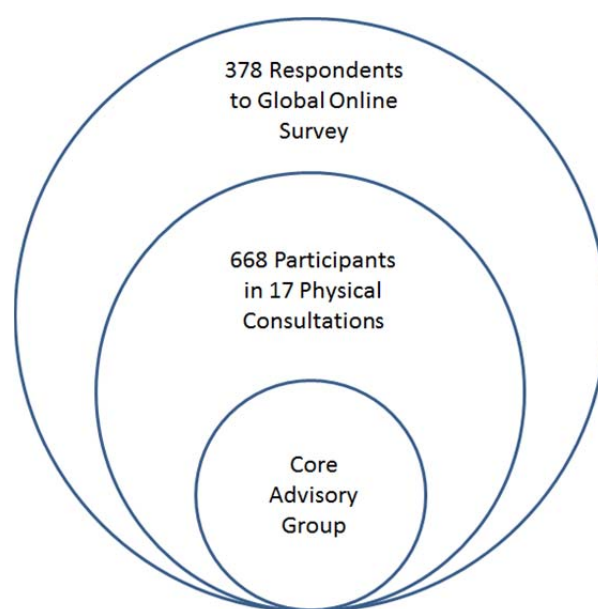
1. By opening up the White Paper and the draft FABs to the general public for online feedback;
2. By inviting local stakeholders to physically exchange views and comment on the White Paper and the draft FABs, using its Local UNGC country networks;
3. By developing the White Paper and draft FABs with a Core Advisory Group of almost 40 people, which in itself was constituted of a wide range of stakeholders (approximately 50% business; 25% UN family; 20% civil society; 5% academia). This Core Advisory Group met 4 times in 2013.

In total 378 people participated in the online consultation and 668 in the physical consultations. The online consultation questionnaire of the first round comprised a maximum of forty questions and took between 30 and 90 minutes to complete. The online consultation questionnaire of the second round comprised of a smaller questionnaire that took a maximum of 20 minutes to complete. All the physical consultations were typically organized as half-day meetings.

170 respondents (45%) completed the online consultation on behalf of an organization. These organizations varied in size from some with less than 10 employees to one with over 50,000 employees. Collectively, 40% of the respondents represented between 450,000 and 2,300,000 employees. It is interesting to note that the largest country representation in the survey came from China, which in a way compensates for the absence of a physical consultation there.

The physical consultation reports from the Netherlands (38 out of 43 participants), Ghana (32 out of 40), Turkey (13 out of 36) and Brazil (43 out of 57) provided specific information on the size of participants' organizations. The participants at those meetings represented more than 900,000, 14,000, 12,000 and 630,000 employees respectively. Assuming these numbers are representative for the rest of the consultations, the total extrapolated number of employees represented by the organizations involved in the physical consultations is estimated between 7 and 9 million. This estimate includes business, government agencies, civil society and academic representatives but does not include members of represented business associations.

A draft version of this report was discussed at the UN Global Compact Core Advisory Group meeting on the SABPs in Geneva (2 December 2013). This meeting included 55 participants, of which 30% represented business, 15% civil society and academics, 25% roundtables and business initiatives, and 20% UN. Most of these have been involved in the drafting process of the White Paper, and are therefore not counted in the metrics presented here.



Reaching out to three circles of stakeholders

"The draft of the SABPs is an absolute delight. The process of convergence with other stakeholders and guidelines is urgent for delivering shared value for all involved in sustainable agriculture "

*- Jose Lopez, COO of Nestlé at Geneva CAG meeting
December 2, 2013*

3. General feedback

Before addressing feedback on the individual draft Principles, we have collated feedback of a more generic nature. These are presented under 5 sub-headings: *Need, Structure, Language, Additions* and *Consultation Process*.

Overall, respondents support the creation of FAB Principles as an initiative that could add value in promoting sustainable agriculture. Questions about their relevance have hardly been encountered in both rounds of stakeholder feedback.

3.1 Need

What is the business case for FABs?

There is widespread consensus that the FAB Principles are of value in on-going global efforts to move to more sustainable forms of agricultural production, processing and wholesaling/retailing. Thus the effort to refine and finalise the principles, and seek recognition at the UN-level, is justified.

At the same time, there is a widespread call to clarify what the 'business case' is to sign up to these principles. Questions that need to be addressed more explicitly include:

- What exactly is business signing up to? Is this to endorse the principles, implement them, lobby for their recognition?
- If business is asked to comply, what then is expected of them to actually do? This also links to the call for more explicit 'actions to be undertaken' as well as a reporting structure.
- What is the specific need/added value of FAB Principles versus the existing 10 principles?
- Do the FAB Principles only promote 'partnerships', or are they also meant to guide the action of individual farmers/companies?

More reference is requested for the role of government in promoting adherence to the FAB Principles. The 'why' section could refer to the fact that the FAB Principles provide guidance to government for the kind of enabling regulatory, economic and service environment that will stimulate and complement business efforts.

The CAG meeting had extensive discussion whether a signatory must adhere to ALL the principles, or whether allowance should be made that not all principles are necessarily applicable to all signatories. The final consensus was that the principles must be taken as a whole: a signatory signs up to the whole package, as with the Global Compact principles.

FABs vs other standards/initiatives

A final, widespread recommendation is that the FAB Principles explicitly refer to and are positioned relative to other widely recognised principles as well as more implementation-oriented guidelines and standards. This will help clarify the need for the FAB Principles versus what is currently widely adhered to. Further reasons can include:

- Once the FAB Principles are presented at the UN, they become a 'benchmark' against which actual actions undertaken can be evaluated. Business can ask government to create necessary enabling conditions, underpinning specific requests with reasoning as to why and how it will lead to adherence to the FAB Principles. Governments can use the FAB Principles to give 'licences to produce' to businesses, requiring demonstrable adherence in return.
- The FAB Principles offer a structure against which Global Compact signatories working in agriculture can report on how they are adhering to the principals, thus also meeting GC reporting requirements in general.

We also suggest the FAB Principles include explicit reference to at least the following recognised principles and guidelines: ILO Labour Conventions; UN Guiding Principles on Business and Human Rights; UN Women's Empowerment Principles; Global Reporting Initiative; SAI Platform Principles & Practices; Guidelines from global, crop specific round tables such as on palm oil, soy, etcetera. As the Brussels consultation argued: the FABs need to be differentiated enough from the above guidelines 'in order to avoid initiative fatigue'.

For whom are the FABs?

Both the second round of stakeholder feedback and the CAG meeting touched upon the need for the final document to clarify for whom the principles are considered relevant. Specifically, does this include individual farmers and retailers, or is this only for companies from the farm gate on?

The final document should also include clarification on how the principles can be interpreted, depending on which stakeholder is reading it or within which context it might be applied. For example, the relevance of different principles can vary whether one is an individual farmer or a large food company, a government official or a processor. This concern was put forward by several physical consultations, in particular the USA, Colombia, and Spain.

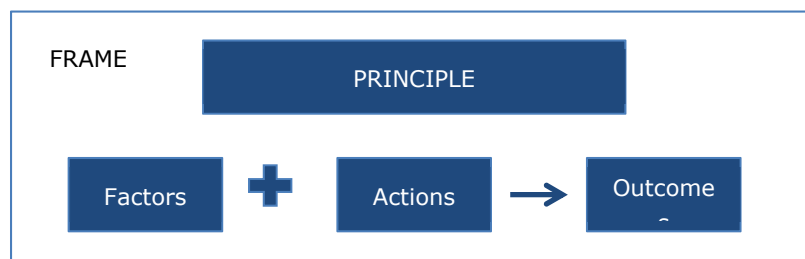
Trade-offs

The consultation did acknowledge that in some situations there may be trade-offs between principles, i.e. focusing on one principle may be to the detriment of another. Several consultations mention the potential trade-off between Principle 1 and Principle 2 (eg. USA). The final document should flag this possible trade-off; if trade-offs are made the signatory is expected to be explicit and clear about the choice and reasons.

3.2 Structure

Most physical consultations refer to confusion in the structure and with the position of the different components as outlined in the White Paper. We suggest that the final document starts with an introductory section addressing the need and specific added value of the

FAB Principles. This is to be followed by the frames, which ideally will be relatively self-explanatory. An explanation of the logic and components of the principles can then follow. The diagram on the right may help illustrate the logic of each 'frame'.



Various suggestions were advanced to organise the FABs and 16 factors along the lines of three pillars: *Social, Economic, and Environmental*.

The December CAG meeting discussed possible hierarchy between principles and concluded that there is no priority between the principles, and therefore no particular logic that needs to be followed in the order of principles. The final document should emphasize that all principles are considered equal, and that any numbering is for reference purposes only. A circular visual presentation might strengthen the sense of equality.

Although all principles are of equal value, the CAG expressed agreement for the suggestion to change the sequencing of the SABPs as per White Paper. As a result, 'Frame 6' (on food security, health and nutrition) has been placed first in the draft FAB Principles to logically reflect the overarching aim and expected outcome of sustainable agriculture. This, and other sequence revisions, also presents the opportunity of greater alignment with elements of the current iteration of the CFS/RAI Zero Draft document.

3.3 Language

In the first round, there was a general call to make the language of the SABP's more consistent and positive. Moreover suggestions were made to formulate the principles 'affirmatively' so they clearly voice an aspiration. The current approach of formulating principles as something that 'should' be adhered to implies a 'moral imperative', which is a less compelling to businesses and may even be questioned.

These signals have been considered by the CAG but the discussion on the possible language style of the SABPs did not lead to a dominant view. Part of the group welcomed the revised language which was suggested, with its stronger affirmative character. Another part considered that the language here cannot vary from the general Global Compact principles, which are couched as 'should'. Further effort is requested to try to combine the general recommendations given above, with coherence with the GC general principles.

The element of language did not surface anymore in the second round of consultation. This suggests that for the new batch of stakeholders who provided feedback, it appeared less an issue. Also, the presentations given to preface the 2nd round included or pre-empted the change in tone and language. The direction in which the drafting progressed after the 1st round was apparently acceptable to people.

3.4 Additional elements

During this phase of stakeholder consultation, many suggestions were advanced to expand and clarify the scope of the FAB Principles are put forward from a majority or significant minority of respondents. This overview is not exhaustive, and includes both elements which were incorporated in the draft FAB Principles, and elements which are still pending.

Definition and scope of agriculture

The question remains if this implies aquaculture and forestry, which respondents generally suggest should fall within the FAB Principles. It may be useful to consider referring to specific activities, such as "Agricultural activities include crop, animal husbandry, aquaculture and forestry related activities". It is suggested to expand the opening line with 'fodder'.

The December CAG meeting considered that 'agriculture' includes fisheries and forestry and recommended that this is made explicit in the draft principles. Some discussion on whether fisheries refers only to aquaculture or also includes capture fisheries favoured all forms of fishery. The second consultation round brought no new perspectives regarding fisheries or forestry - although more attention for animals and fisheries was requested by several consultations such as USA and Spain.

Consumers

There has been a call for consumer needs to be more explicitly referred to in the document. Businesses can influence consumer behaviour and contribute to reduced malnutrition. This is particularly relevant to the frame on food security. Referring to the consumer as an active part of the agricultural system strengthens the logic of including a principle targeted at the needs at consumer level.

The December CAG meeting recommended that the draft principles emphasise that business does have a potentially strong role in communicating to consumers about sustainable agriculture, and is expected to use that to stimulate more sustainable practices such as reducing food wastage.

The renaming of the SABPs to FAB Principles can partly be attributed as a response to this call. The prominence of 'Food' signifies not only attention to the food industry, but also to consumer concerns on food safety and traceability. It was felt that the 'SABPs' implied a focus on the production-end of the value chain, so the name evolved to include the need to link to the consumption-end, with the notion of 'sustainability' is integral to both.

Factors

There is general appreciation for the key factors presented in the paper, the value of specifying them, and explaining that they are not all relevant to all principles.

At the same time there is a call to explain sustainable agriculture from a 'systems' approach. And to explain the transition to sustainable agriculture as a systemic change. Sustainable agriculture is more than a cumulative improving of a set of critical factors, but is also about the interaction among factors and actors and between these and surrounding systems. Furthermore, agriculture systems are complexly dynamic, meaning they cannot be simply steered in a predictable cause-effect manner. A final dimension raised multiple times is the necessity to be explicit about potential trade-offs between different factors. Enhancing one factor may, depending on the context, negatively impact another. Businesses must be called upon to explicitly weigh these trade-offs, and justify one action over another.

Furthermore, the factors specified are not considered currently comprehensive, and they will change over time. The Principles should reflect this on-going dynamic.

Waste

There is a general call to work on reduction of waste at all steps in the value chain as a valid strategy to become more sustainable. The suggestion to reference waste reduction under the current draft principle on environmental responsibility as well as/or under the frame on food security, remains relevant. The second round of stakeholder consultation confirms the importance, as survey respondents ranked the issue 'Minimizing Waste and Pollution' highest under Principle 2.

3.5 Consultation Process

A critically important question that one should ask about stakeholder engagement processes, is whether these facilitate convergence or not. If it is agreed that today's challenges in the agro-food system require collaboration of multiple stakeholders, then it follows that we should be able to observe stakeholders coming closer to each other to find new solutions - despite their divergent interests.

It might be too early to say that FAB Principles are a catalyst for new multi-stakeholder partnerships, as they have not even been formally approved. But the 17 reports of consultations display a remarkable call for convergence, and a remarkable expectation that the FAB Principles could assist in facilitating such convergence.

While the first round was about obtaining broad feedback, the second round focused on validation of the draft FABs. This gave respondents of the survey less options to be specific with stories and perspectives. But during the physical consultations sufficient opportunities were grasped to come up with very specific suggestions and validating remarks.

Both rounds of stakeholder consultations have been largely based on local networks willing to host consultations and invite participants from their networks, and individuals taking the effort to spend time with the online survey. Whilst this has generated valuable feedback, it is not necessarily comprehensive or representative. CAG members recommended to be explicit about which stakeholder groups have or have not been sufficiently engaged so far. Specific reference was made to:

- Farmers (large producers/entrepreneurs)
- Farmers (small-holders)
- Agro-food companies originating from BRICS countries
- Fisheries and forestry sectors
- Certification-based sustainable production sectors, such as organic and fair trade

Suggestions for next steps included leveraging on the expertise and networks of UN agencies specialised in these specific areas, by using the FABs with and through relevant private sector actors and associations to enhance their agency mandates in interfacing with these constituencies.



A closer look at the representation during physical consultations and the online survey shows that the balance between business, NGO and public sector participation has been relatively good. Business accounts for half of the participants, while NGO participation is consistently at almost a quarter of participants. The only critical remark that needs to be made is that only a proportion of NGOs (less than half) has a clear membership, such as farmer associations. It is not always clear what NGOs represent. This is important because the majority of consultations ask more attention for the interests and perspectives of smallholders in the development on the FAB Principles.

The same critical note also holds for business participants: SMEs seem underrepresented, as are traders and retailers. Concerns were also raised (e.g. Brussels consultation) that there is a gap of private sector participation in developing countries. Although efforts were made, it proved difficult to ensure and monitor participation of underrepresented stakeholder groups.

3.6 Bringing the FAB Principles to life

Local relevance

Although the FAB Principles will have a global scope, it is essential that they can be interpreted and actioned by different stakeholder groups. Besides the text for each Principle there will need to be a short paragraph, explaining what it means. To stimulate stakeholders to get to work with the Principles, various stakeholder groups need different information to make the Principles meaningful. Meaning might also differ per geographic region: Southeast Asia may have specific interpretations and details regarding a principle related to environmental responsibility. In Latin America the additional text for a principle on human rights might need to cover specific factors relevant to the local context.

If for example retailers, processors or farmers want to make the Principles concrete from their perspective - including an indication of the linkages with other standards or sustainability initiatives - there should be an opportunity to do so, facilitated by UN Global Compact and its local networks.

The Principles might then have the potential to enable better sharing between stakeholders in the agro-food sector, comparing perspectives on what business can deliver for sustainability.

The second round of consultations confirms this need for contextualization, as visible in the consultation reports of eg. Turkey and Colombia. Much reference was made to the specific needs for smallholders and SMEs to be fully included in order for meaningful engagement with the FAB Principles.

It is suggested that the general set of Principles be adopted by UN Global Compact and used as input to the SDG process, but allow for regional- and stakeholder-specific descriptions as preferred by these groups. It should be clear where the general set begins and ends, and where contextualized descriptions start.

Compliance and reporting

Especially in the second round of consultation participants voice their concerns about the implementation process. On the one hand a call for clarity about the type of reporting envisaged; on the other hand a clear warning that voluntary reporting without compliance measures could result into “a series of meaningless, confusing procedures” - as the Brussels consultation concluded.

A similar topic came up during the CAG meeting in December, where there was discussion on the elephant in the room: how to encourage the ‘good guys’ and punish the ‘bad guys’. Some kind of reporting requirement or explicit expectation is necessary to ensure that the principles do not become a paper tiger. Instead of enforcing compliance to the Principles, the Principles should encourage open communications of signatories to demonstrate progress. The second round of consultations included remarks by several countries about the dilemma of reporting against the FAB Principles: transparency is best, but how to do this without disclosure of commercially sensitive information?

Also the Brussels consultation closes this point by emphasizing the need “to bring the FABs down to the field to stimulate innovation rather than regulation... as good crops only grow bottom-up”. Incorporating sustainability in the business model is deemed more effective than peer pressure of companies to comply with FAB standards.

“Boosting inclusive and sustainable agricultural markets is a collective endeavor. Building trust is essential. But to build trust, security of tenure, security for investors and good governance are needed.”

*- FAB consultation Brussels report,
11 February 2014*

“The FABs feed in very well with the activities of CFS. We are developing a set of principles for responsible agricultural investments, and we really need the input of businesses and other players.”

*- Gerda Verburg, Chair, UN Committee on World Food Security, at FAB consultation Brussels,
11 February 2014.*

4. Feedback on each draft principle

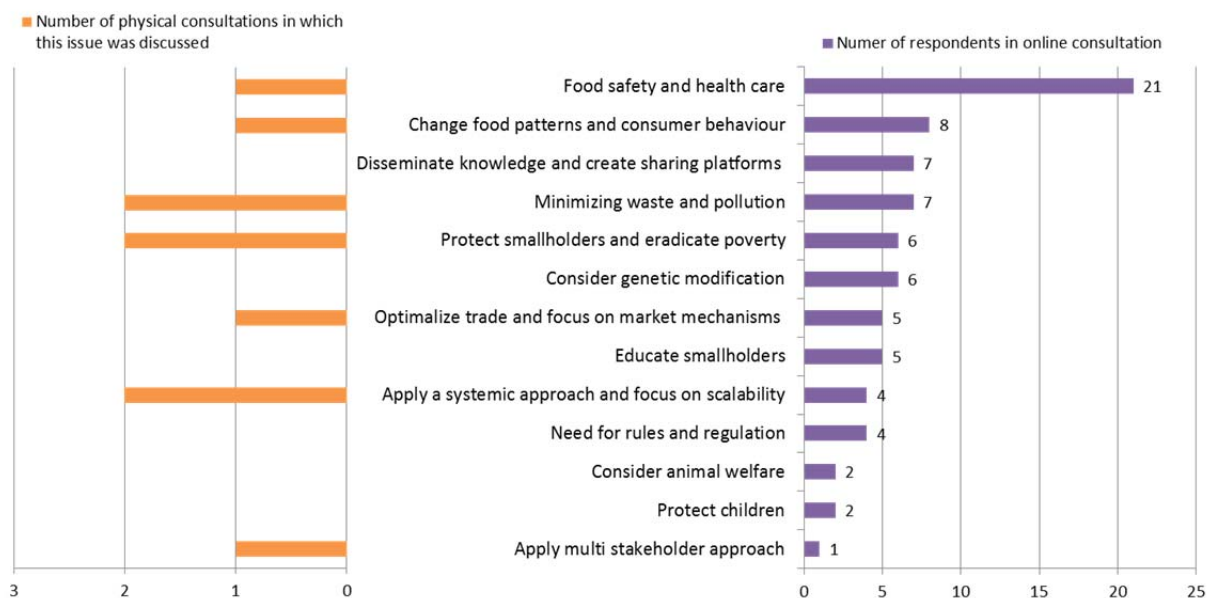
On the Draft for FAB 1

Aim for Food Security, Health and Nutrition

Businesses should build, support and operate agriculture systems that provide enough food and proper nutrition for every person on the planet.

First round consultation

Issues viewed as critically important for frame 1

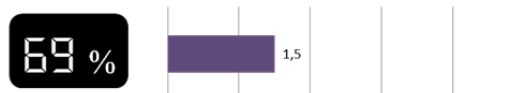


*The purple bars (right) represent the number of times a respondent has mentioned the issue in the online consultations. The orange bars (left) represent the number of physical consultations in which the issue has been discussed (but is not related to the number of participants or the level of consensus).

Second Round Consultation

Issues, relative importance and average rank

Food safety and health care



Minimizing waste and pollution



Disseminating knowledge, creating sharing platforms



Protecting smallholder and eradicating poverty



Changing food patterns and consumer behavior



Optimizing trade and focusing on market mechanisms



Remaining issues

- Considering genetic modification: 23% (2,9)
- Educating smallholders: 23% (3,7)
- Applying a systemic approach and focusing on scalability: 22% (3,6)
- Protecting children: 19% (3,2)
- Need for rules and regulations: 17% (3,7)
- Applying a multi-stakeholder approach: 15% (3,6)
- Considering animal welfare: 9% (3,1)

*The results of the second round of consultation have been displayed here. Respondents were asked to prioritize the issues above. The percentage indicates the relative number of respondents that prioritized the issue in question, but is not related to the rank number. The bar graph displays the average rank number, where 1 is the highest rank and 5 the lowest.

Findings

This first draft Principle on food security, health and nutrition used to be Frame 6 in a previous rendition. According to the graph in the executive summary, it received much support from respondents: it is the second in importance according to the online respondents. There seems no question that this principle be maintained. However, there was discussion about the nature of this frame: some considered it to be an encompassing frame, the ultimate goal of all frames, or an overarching frame. Even though there is no hierarchical order, it seems logical that UN Global Compact changed the order of Principles in response to these comments received.

Issues mentioned most regarding this frame are 'food safety and health care', 'changing food patterns/consumer behavior', and 'minimizing waste and pollution'. Also the physical consultations emphasized food waste and traceability several times. New in the second round are comments on GMOs as an area which should be valued in terms of the FABs scope (Colombia, China survey responses, Brazil).

"There is an urgent need to improve food distribution networks and reduce post-harvest losses" (Ghana)

The second round of consultations sees a rise in comments about smallholder farmers: for example in relation to access to finance, increasing bargaining power of smallholders, and land tenure issues.

Several comments were noted on gender issues: to encourage programs for women to ensure household food security (Ghana) and a critical note that the second bullet should be changed from 'women's role in managing household nutrition and diets', into 'ensuring women's role in household decision making' (Australia).

"We need to attract youth into agriculture for its long-term sustainability" (Costa Rica)

The consultation in Japan included a key message to make room for non-food industry to contribute to food security, and requested to add this as a bullet under Frame 6 (draft FAB 6).

Suggestions

- Include reference to consumer-end of the value chain (waste reduction, food safety, traceability).
- Clarify the broad scope of agriculture, to include forestry and fisheries
- Consider changing wording of second bullet White Paper to reflect concern about role of women.
- Consider making reference to the contribution of non-food industry to food security.

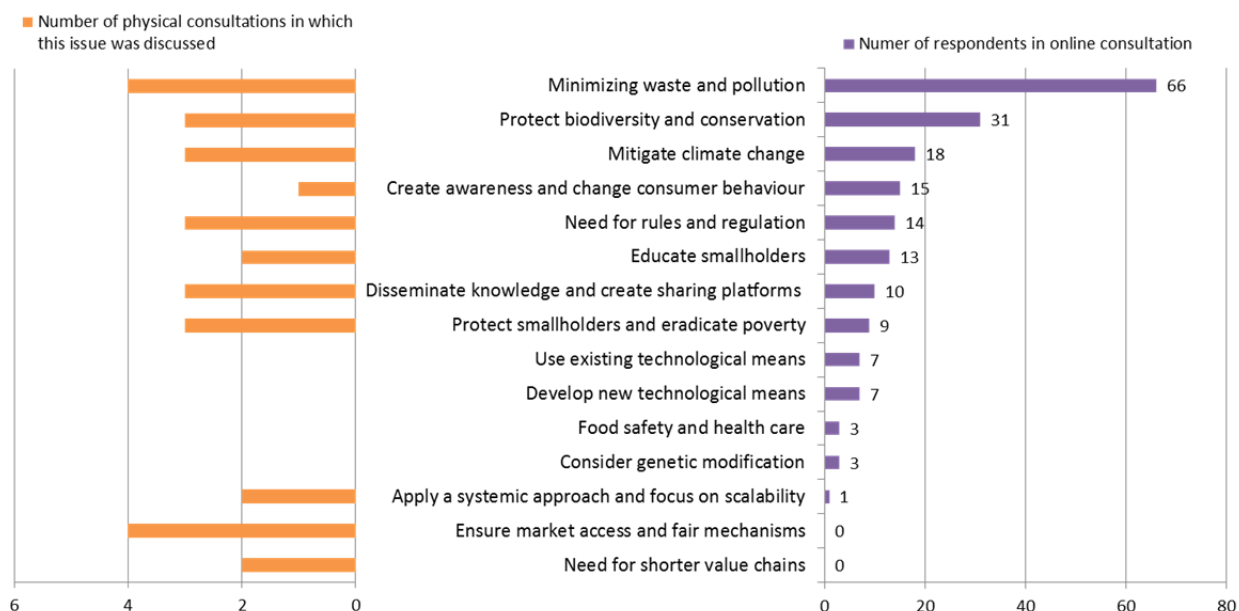
On the Draft for FAB 2

Be Environmentally Responsible

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

First round consultation

Issues viewed as critically important for frame 1



*The purple bars (right) represent the number of times a respondent has mentioned the issue in the online consultations. The orange bars (left) represent the number of physical consultations in which the issue has been discussed (but is not related to the number of participants or the level of consensus).

Second round consultation

Issues, relative importance and average rank

Minimizing waste and pollution



Protecting biodiversity and conservation



Mitigating climate change



Creating awareness and change consumer behaviour



Food safety and health care



Developing new technological means



Remaining issues

- Disseminating knowledge and creating shared platforms: 22% (3,5)
- Need for rules and regulations: 19% (3,6)
- Considering genetic modification: 18% (3,4)
- Protecting smallholders and eradicating poverty: 17% (3,2)
- Using existing technological means: 17% (3,6)
- Ensure market access and fair mechanisms: 16% (3,6)
- Educating smallholders: 15% (3,2)
- Applying a systemic approach and focus on scalability: 14% (3,7)
- Need for shorter value chains: 5% (3,2)

*The results of the second round of consultation have been displayed here. Respondents were asked to prioritize the issues above. The percentage indicates the relative number of respondents that prioritized the issue in question, but is not related to the rank number. The bar graph displays the average rank number, where 1 is the highest rank and 5 the lowest.

Findings

From all the frames, *Be Environmentally Responsible* received the most positive response (4,45 out of 5) in the first round. Respondents want to keep it as a unique principle, and consider it very important. This is consistent with the ranking of the Factors (see chapter 6), where related factors such as 'Optimal use of soil and water' and 'Biodiversity' are in the top 3. The second round shifts emphasis to two main issues: 'Minimizing waste and pollution', and 'Protecting biodiversity and conservation'.

Among the physical consultations we also see a consistent call for more emphasis on (soil) biodiversity, land use, good water stewardship and crop waste management. There are diverging opinions on how this can be achieved: a majority of respondents call for knowledge and technology (referencing to FAB Principle 6), but there are also strong voices advocating for a better balance between modern and traditional ways of doing agriculture.

Several physical consultations expressed that business can do more to deliver sustainable intensification (Ghana, Netherlands). The India consultation however asked attention for the role of government in this respect, underlining a call by all consultations for closer cooperation between business, regulators and other actors.

"The rate of deforestation and uncontrolled use of agro-chemicals is alarming. Due to poverty, smallholders see expanding into virgin lands as the next option" (Ghana)

The Brazil consultation proposed to assimilate the UN concepts of the planetary limits into this Principle.

The second round expressed a renewed urgency to be more specific on the role of water for growing crops, and the impacts of climate change to the availability of water, as well as competing claims for water between agricultural producers, nature conservation, and (urban) populations (Spain, Colombia, Bangladesh). Guaranteeing drinking water is by most participants of the Spain consultation considered an indispensable aspect of this Principle, as well as in the Agenda Post 2015.

Suggestions

- Consider stronger reference to waste reduction.
- Consider more explicit wording on land and water management, and reference to biodiversity.
- More emphasis on limiting the negative impacts of capture fisheries, aquaculture and extractive industry on the environment.

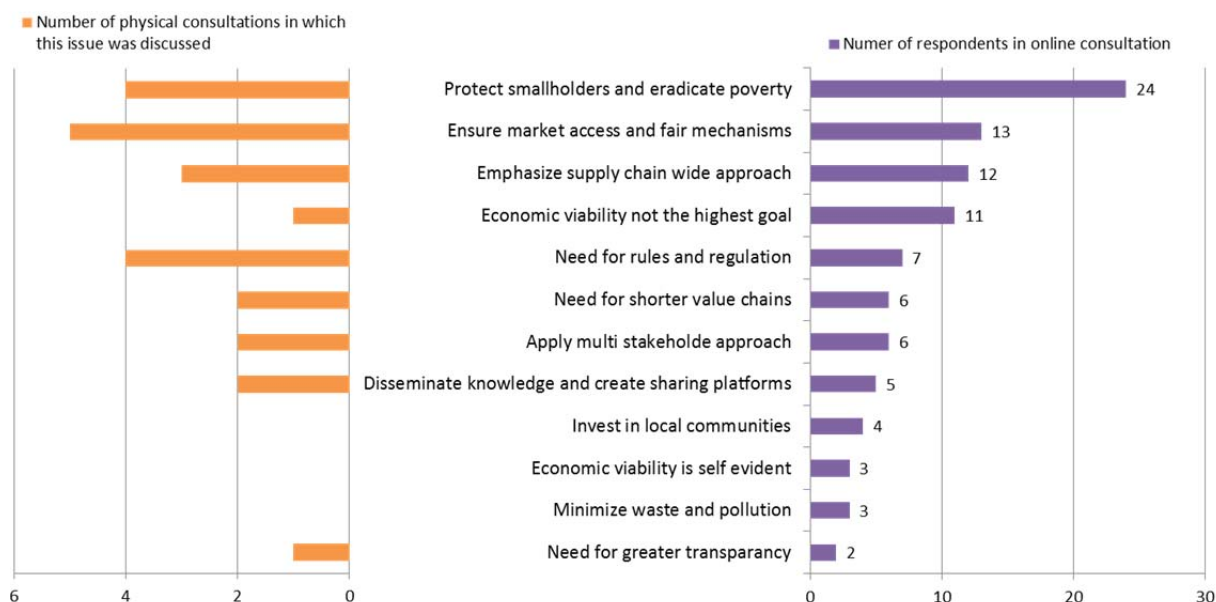
On the Draft for FAB 3

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.

First round consultation

Issues viewed as critically important for frame 3



*The purple bars (right) represent the number of times a respondent has mentioned the issue in the online consultations. The orange bars (left) represent the number of physical consultations in which the issue has been discussed (but is not related to the number of participants or the level of consensus).

Second round consultation

Issues, relative importance and average rank

Ensuring market access and fair mechanisms



Protecting smallholders and eradicating poverty



Investing in local communities



Disseminating knowledge and creating sharing platforms



Need for greater transparency



Emphasizing a supply chain wide approach



Remaining issues

- Minimizing waste and pollution: 31% (3,2)
- Need for rules and regulations: 25% (3,1)
- Apply multi-stakeholder approach: 22% (3,6)
- Need for shorter value chains: 17% (3,2)
- Economic viability is self-evident: 16% (3,1)
- Economic viability is not the highest goal: 13% (3,2)

*The results of the second round of consultation have been displayed here. Respondents were asked to prioritize the issues above. The percentage indicates the relative number of respondents that prioritized the issue in question, but is not related to the rank number. The bar graph displays the average rank number, where 1 is the highest rank and 5 the lowest.

Findings

Generally, the ranking of Frame 2 (draft Principle 3) is lower than many other frames in the White Paper - but still 70% considers it to be a unique principle. The hesitation seems to come from feedback from several respondents (both online and physical) that Ensuring Economic Viability is already obvious for business - so why dedicate a principle to it? A significant number of online respondents also make explicit that 'economic viability is not the highest goal'. While these responses can be traced back to respondents outside the business community, critique is not confined to civil society only.

However the second part of the Frame, referring to 'Share Value', is confirmed by respondents across the board as being relevant. Here, competition and pricing policies are considered by many to be main drivers preventing the sharing of value. The illustrations range from poor prices paid for agricultural produce, to whether regulatory environments actually support shared value (Australia). Ghana specifically mentions that the White Paper seems to be silent on unfair trade practices by developed countries. In the second round this comment is echoed by other countries that mention distorting trade tariffs.

In several physical consultations mention was made of the crucial role of retailers in making various chains more sustainable. This was coupled to calls for retailers to play a larger role in stimulating this change.

"Application of the Principles should not place the companies at a competitive disadvantage" (Turkey)

Another suggestion mentioned several times was to link this principle stronger to Principle 6 (Knowledge, Skills, Technology), as capacity development on agronomic and business skills for producers is critical for creating shared value. The second round of comments also focused on specific attention to SMEs who need capacity building support to fully grasp opportunities to deliver sustainable outcomes.

The sentence 'Businesses must avoid unprofitable and unsustainable farming activities...' was considered odd as business already does avoid activity that is unprofitable for itself. Unless 'unprofitable' refers to others in the value chain, such as farmers.

The Spain consultation proposed to replace the term 'shared value' by 'distributing value': fair value distribution.

Suggestions

- Clarify the wording of economic viability, unprofitability, and shared value.
- Consider stronger reference on role of regulators and retailers in delivering shared value.
- Consider using the terms 'co-create' and 'partnering' instead of the current 'ensure'.

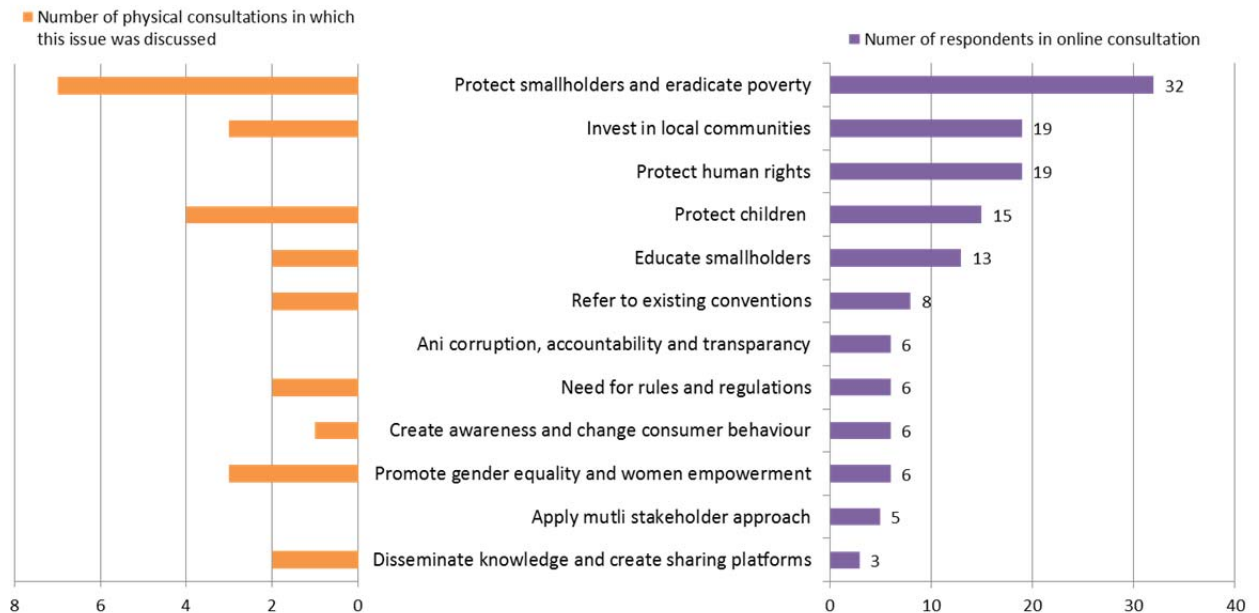
On the Draft for FAB 4

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

Businesses 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 work, live and invest in.

First round consultation

Issues viewed as critically important for frame 4



*The purple bars (right) represent the number of times a respondent has mentioned the issue in the online consultations. The orange bars (left) represent the number of physical consultations in which the issue has been discussed (but is not related to the number of participants or the level of consensus).

Second round consultation

Issues, relative importance and average rank

Protecting human rights



Anti-corruption, accountability and transparency



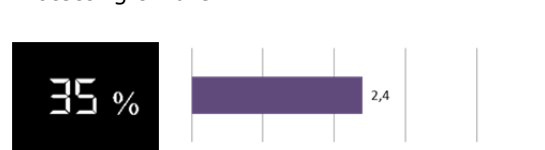
Investing in local communities



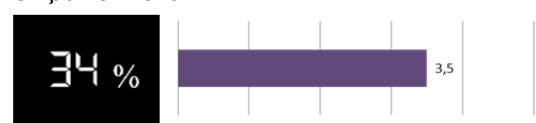
Educating smallholders



Protecting children



Promoting gender equality and women empowerment



Remaining issues

- Protecting smallholders and eradicating poverty: 33% (2,3)
- Disseminating knowledge and creating sharing platforms: 25% (3,6)
- Creating awareness and changing consumer behavior: 21% (3,3)
- Need for rules and regulations: 19% (2,9)
- Applying a multi-stakeholder approach: 19% (3,9)
- Referring to existing conventions: 9% (3,5)

*The results of the second round of consultation have been displayed here. Respondents were asked to prioritize the issues above. The percentage indicates the relative number of respondents that prioritized the issue in question, but is not related to the rank number. The bar graph displays the average rank number, where 1 is the highest rank and 5 the lowest.

Findings

During the first round, this frame ranked second, when it comes to the consideration of its importance by respondents (4.41 out of 5). It is here that issues of protection of smallholders, poverty reduction, protection of children and local communities are emphasized consistently in the online and physical consultations.

Reference to ILO standards and Ruggie Framework are to be made explicit. Rights of children were reported missing in the White Paper as being urgent, although others warn against condemnation of culturally defined practices in family farming, where children help out after school and in weekends. A significant number of respondents plea for business to support notions of 'living wage' and 'decent work'.

Regarding possible actions, suggestions are given by Ghana and India consultations to appeal to governments to do more to provide basic amenities such as roads and electricity, but also in improving the enabling environment for markets to work in up-scaling sustainable agriculture models and practices. Furthermore, there are calls for governments to venture into job creation programs, and to make work in agriculture attractive for the next generation of producers (Costa Rica).

"Lack of opportunities in agricultural communities result in urbanization with its attendant negative results on agriculture"

In the second round many consultations drew attention to the informal nature of the agriculture-food sector. This impacts the need for FAB Principles to consider local context (also see chapter 3.6). But Colombia also points out that informal sector results in non-compliance to contracting laws - not necessarily out of negligence, but often out of ignorance or different cultural value.

The Nordic countries consultation concluded that the SABPs currently lack a clear focus on inequality and (re)distribution of gains. Several respondents, including the India consultation, proposed to replace the word 'workers' by 'agricultural workers' for clarity. Turkey suggests increased support for cooperatives, from companies and government.

"The interconnectedness between agricultural systems, workforce, rural communities etc. needs to be recognized"

Australia suggested that the distinction made between farmers and business is problematic (in the Australian context), as farmers are themselves running businesses.

Suggestion

- Consider more explicit reference to the informal sector and local context.

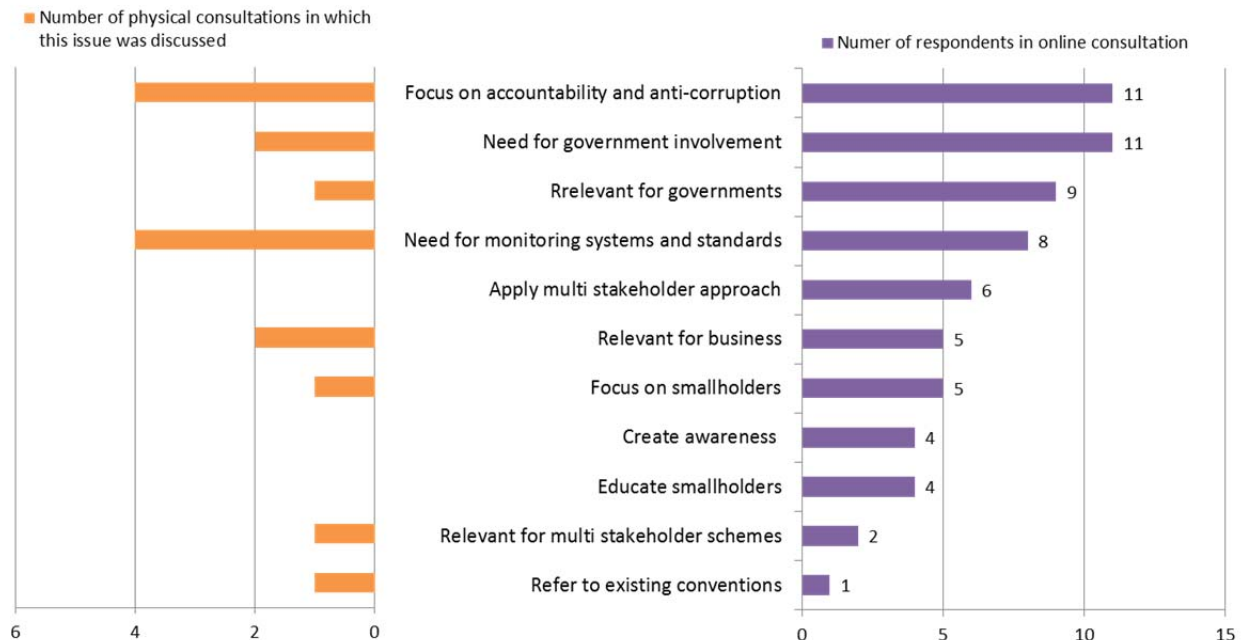
On the Draft for FAB 5

Encourage Good Governance and Accountability

Businesses should avoid corruption, respect the law, recognize natural resource and land rights and use and be transparent regarding their activities.

First round consultation

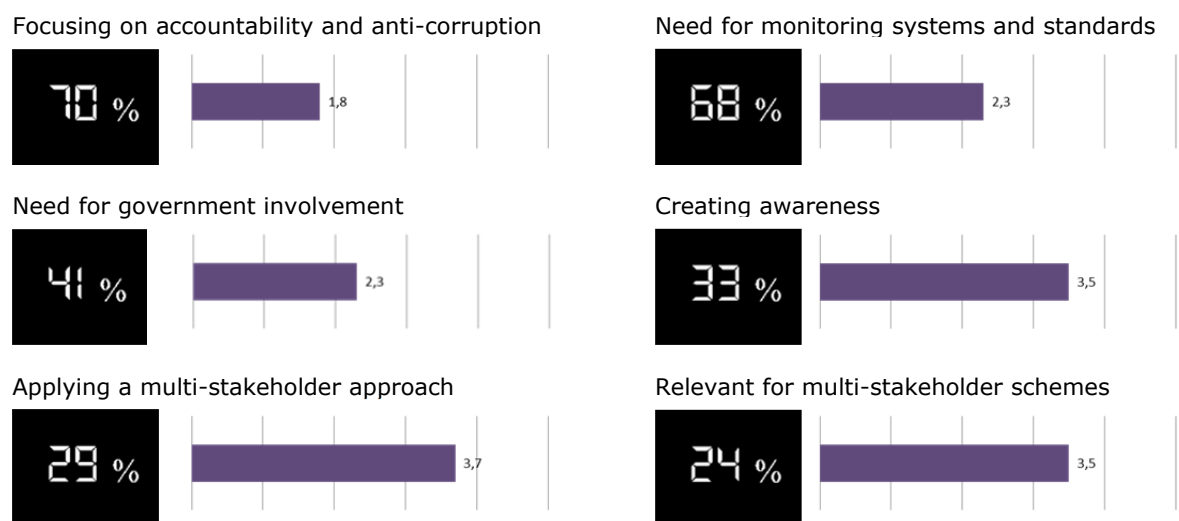
Issues viewed as critically important for frame 5



*The purple bars (right) represent the number of times a respondent has mentioned the issue in the online consultations. The orange bars (left) represent the number of physical consultations in which the issue has been discussed (but is not related to the number of participants or the level of consensus).

Second round consultation

Issues, relative importance and average rank



Remaining issues

- Relevance for governments: 23% (3,1)
- Relevant for business: 23% (3,5)
- Educating smallholders: 22% (3,5)
- Focusing on smallholders: 17% (3,1)
- Referring to existing conventions: 11% (4,0)

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Findings

Respondents in the first round scored Frame 4 (draft Principle 5) in the least enthusiastic way (3.96 out of 5) compared to the other Frames. In the textual responses, respondents displayed much divergent opinions regarding who should do what in order to encourage good governance and accountability. Some argued that governments are mainly responsible to stop corruption of politicians and public officials (Ghana), others stated that governance is strengthened by the interplay of actions of all actors. A recurring issue in the Nordic and Netherlands consultations was the role of governments in securing land ownership or -lease rights. Land use and rights also came first in Nigeria's priority list of factors of importance. In the second round also Chinese respondents draw attention to land rights in the light of high prices/demand for land.

Many respondents requested clarity on what type of governance and accountability we are talking about in the context of FAB Principles, and continued to stress that this should include corruption, tax evasion, and give/train farmers to creating an active voice.

"I'd like to see the White Paper talk a little less about connecting smallholders to markets, and more about connecting them to education and training."

"Impact assessment and due diligence are key, throughout the supply chain, and this should be incorporated in Frame 4"
(Australia)

The Spain consultation suggested to also include the concept of 'Ethics within the business model' in the statement for this principle.

Principles should serve as guidelines highlighting good or best practice, according to various respondents and the Nordic consultation. More specific rules could then be a part of the following certification process - but strict rules could potentially hamper innovation. The

Brussels consultation stated that "accountability is an important issue, but the absence of a third-party audit player may undermine the efforts of many organizations".

Suggestions

- Consider extending the description beyond 'Businesses... to be transparent in their activities' by including 'and accountable for their commitment'.
- Consider reference to ethics within the business model.

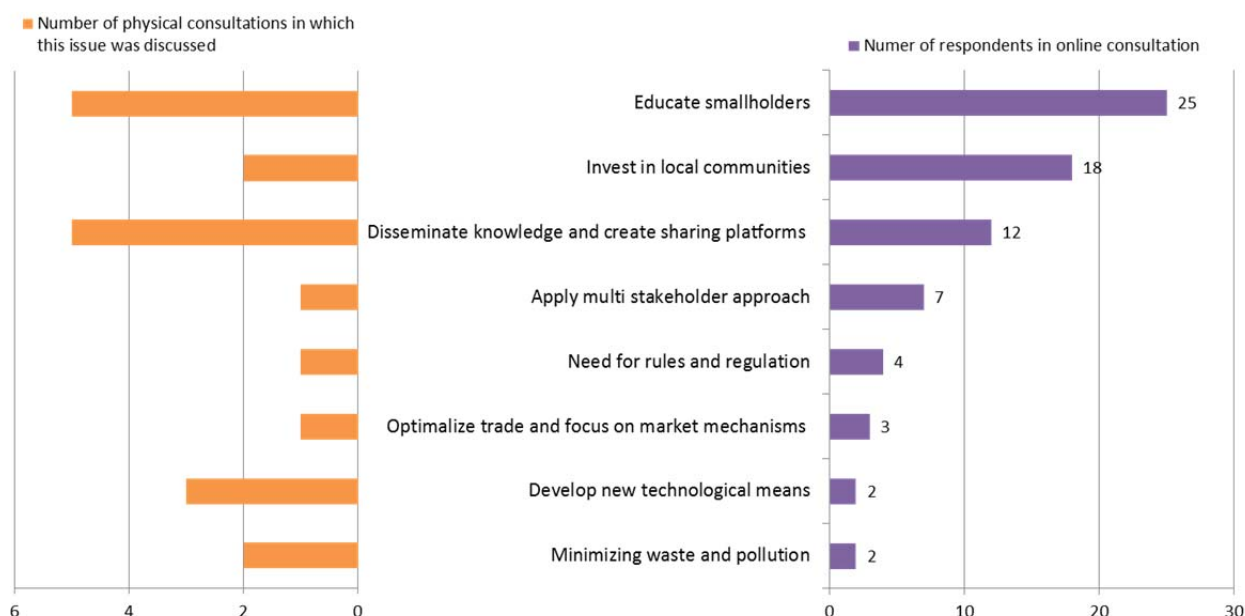
On the Draft for FAB 6

Promote Access to and Transfer of Knowledge, Skills and Technology

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

First round consultation

Issues viewed as critically important for frame 6



*The purple bars (right) represent the number of times a respondent has mentioned the issue in the online consultations. The orange bars (left) represent the number of physical consultations in which the issue has been discussed (but is not related to the number of participants or the level of consensus).

Second round consultation

Issues, relative importance and average rank

Disseminating knowledge and creating shared platforms



Educating smallholders



Developing new technological means



Investing on local communicates



Optimizing trade and focus on market mechanisms



Minimizing waste and pollution



Remaining issues

- Applying multi-stakeholder approach: 30% (3,5)
- Need for rules and regulations: 25% (3,3)

*The results of the second round of consultation have been displayed here. Respondents were asked to prioritize the issues above. The percentage indicates the relative number of respondents that prioritized the issue in question, but is not related to the rank number. The bar graph displays the average rank number, where 1 is the highest rank and 5 the lowest.

Findings

Frame 5, which became draft FAB Principle 6, received a consistent positive response, and the divergence of opinions here was limited, with the exception of India where there was a call for specific attention for the government's role in disseminating knowledge and creation of platforms, in particular through the agricultural extension system. Ghana on the other hand proposed to encourage private sector to play a lead role in providing extension services and de-emphasize government lead role. Other countries in the second round also emphasized inclusive business models to make technology work for smallholders.

There was also consensus for the need to create more access to education for all actors in value chains, especially smallholder producers. Again, the role of government is perceived as key: the sustained provision of services to smallholder farmers

will require the type of educational and support infrastructures that can only be provided by governments pre-commercial investments. Other respondents emphasized the need for business to invest, too. The Brazil consultation added that international cooperation is required to share knowledge and technologies.

"There are many problems with knowledge sharing on the local level. We need to create pre-competitive spaces where innovation can go faster."

The Australian consultation questioned whether technology was really the issue - given the fact that key issues are distribution and waste, not the need to produce more.

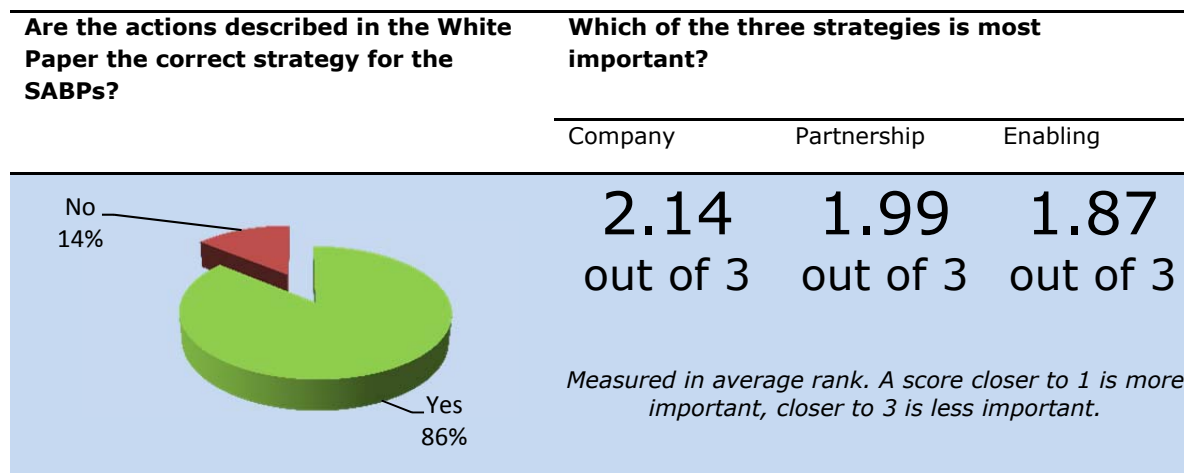
Several respondents, including Australia, Netherlands and India consultations, asked attention for local knowledge to be valued where relevant. Producers are not just end-users of technology.

"We want to add a warning to protect intellectual property right" (Japan)

Suggestion

- Consider stronger reference to developing capacities of smallholders and SMEs.

5. Actions



Findings

The table above shows that respondents are particularly concerned with actions at the level of the enabling environment, and through partnerships. The fact that company action is considered least important is difficult to say given the small sample size. It is possible that responding companies imply that they are already doing what is required to deliver sustainable agriculture as a company. It is also possible that companies, and other respondents, are telling us that any action that will deliver substantially on sustainable agriculture will be in collaboration with others. In fact, the physical consultation reports suggest broad support for partnership-based or multi-stakeholder-based approaches.

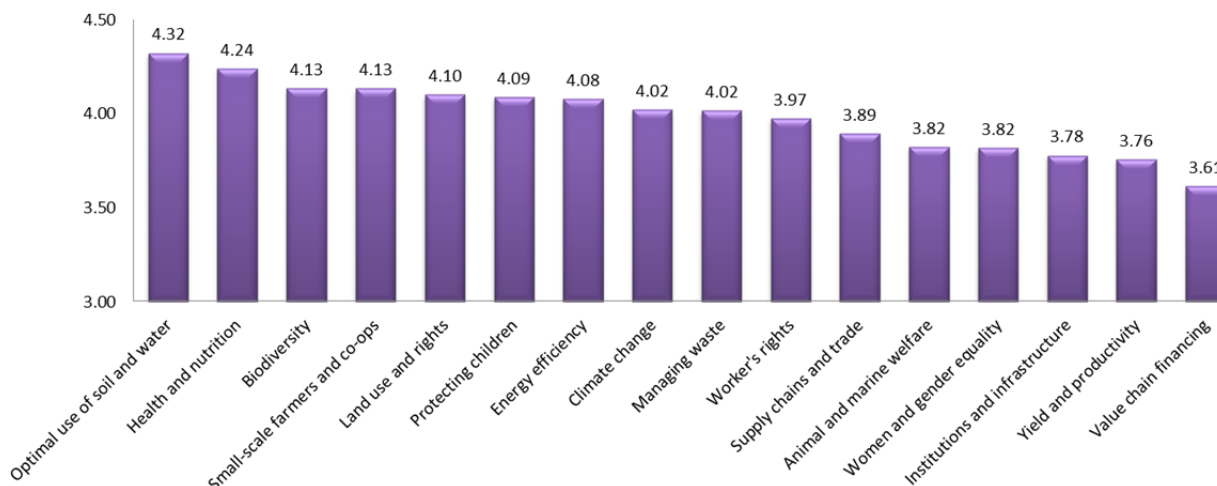
The Nordic consultation advocates for inclusion of good practices in this section: stakeholder do not want principles to be prescriptive, but agree that good practices would be helpful to motivate stakeholders to adopt the SABPs, and enable them to understand the benefits and drawbacks.

The Netherlands consultation touched upon the issue of asymmetric power dynamics in partnerships, and noted underrepresentation of local farmer unions, citizens and NGOs.

"With the purpose of the principles being "to trigger principle-based-partnerships" towards sustainable intensification of agriculture, the final articulation must be seen from this lens; whether all of them are articulated powerfully enough to trigger such partnerships and aligned action" (India).

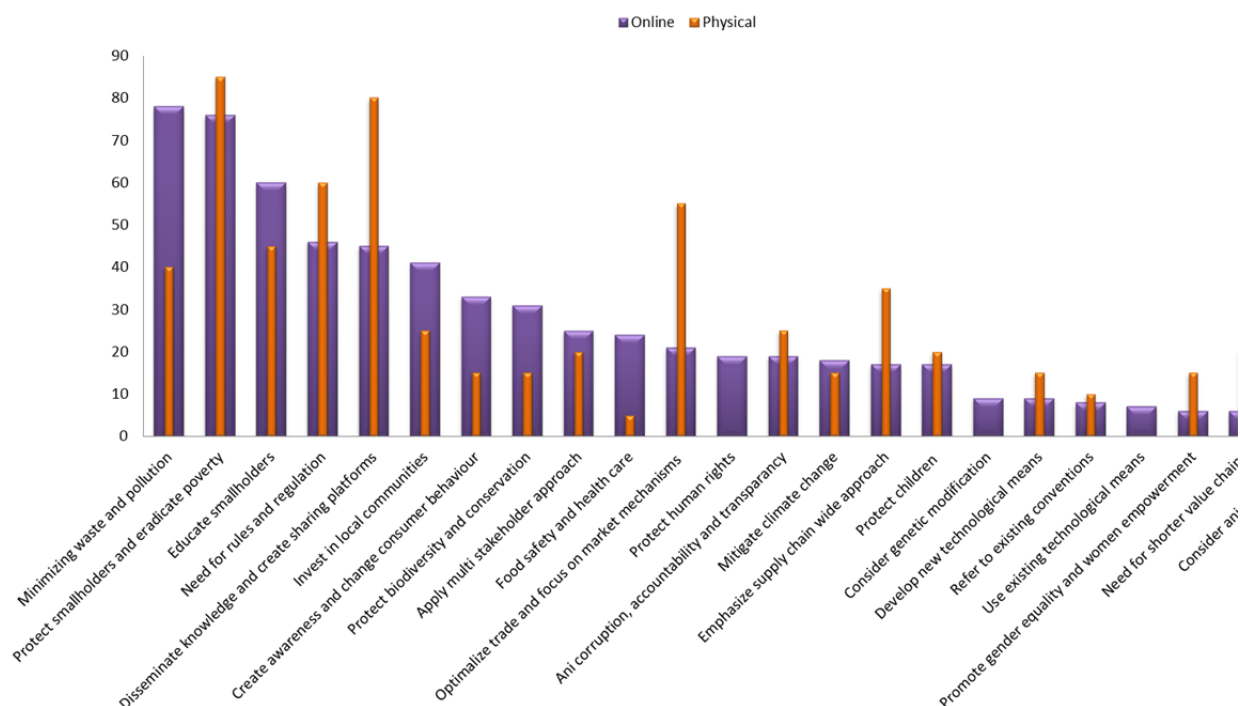
6. Factors

How important is the inclusion of the White Paper factors? Results from the online consultation



*This graph indicates the score respondents assigned to each of the factors that were mentioned in the White Paper. A score closer to 1 indicates that the factor is not considered important at all. A score closer to 5 indicates that the factor is considered very important.

Occurrence of factors in consultations. Consolidated data from the six frame graphs.



*This graph consolidates all the issues graphs from the six frames. The purple bars represent the number of times a response in the online consultation was allocated each of the respective labels. The orange bars represent the number of times reports from the physical consultations were allocated each of the respective labels. Note that every report or respondent can theoretically get the same label six times (one time for every frame).

Appendix 1 Methodology

1. Publication and promotion of the survey

The survey was published online using Qualtrics. There was a direct link from the SABPs landing page to the survey. The SABPs team developed a communication strategy to reach out to stakeholders inviting them to participate in the development of the SABPs through the online consultation. Key in the communication strategy was the development of two communication packages with boiler plates of different lengths and formats that could easily be used by others to support the outreach. In this manner other platforms and organizations functioned as 'multipliers' and we were able to contact stakeholders out of our direct reach.

2. Physical consultations

Physical consultations were held in Ghana, Japan, Denmark, Singapore, Nigeria, Australia (2x), the Netherlands, Costa Rica and India and were organized and promoted by respective local partners. The local partners were provided a template report to structure the feedback. In Australia two rounds of consultations were organized that were eventually incorporated in a single report. For the purpose of this analytical report, this report was considered as to be a single consultation.

3. Analysis of the data

The quantitative data of the survey was analyzed using Qualtrics software and basic Excel functions. 710 Individuals accessed the survey. Responses with over 40 missing values were deemed useless and were excluded from the analysis. 185 respondents remained.

The qualitative data of the survey and the reports of the physical consultations were analyzed using a coding technique. After studying the data a number of individual codes (or labels) were designed categorizing different groups of answers. The codes were designed to be self-evident. Every individual textual response was assigned one to three codes. After coding all responses with the same code were compared and checked for consistency. The codes were altered if necessary. Codes that only appeared once were excluded from the analysis. Also, text or wording suggestions were assigned a separate code and were considered separately.

The coding exercise yields large trends in qualitative data. After the coding exercise the data was reviewed by a second researcher. This researcher adopted a holistic view and judged in what way the results from the survey should be incorporated in the FAB Principles. Recommendations for the eventual principles were distilled accordingly.

The quantitative data of the survey of the second round was also analyzed using Qualtrics software and basic Excel functions. The survey was completed by 193 respondents. 39 responses that were collected by the Brazilian local network were added. The limited amount of qualitative data did not call for a comprehensive coding exercise and was therefore considered separately.

The survey design and feedback template used for the physical consultations are available on request.

Appendix 2. Food & Agriculture Business Principles with CFS Principles for Responsible Agricultural Investment

Draft UNGC FAB Principles	Draft CFS-PRAI (Zero draft)
<p>1. Aim for Food Security, Health and Nutrition Businesses should build, support and operate agriculture systems that provide enough food and proper nutrition for every person on the planet.</p> <p>2. Be Environmentally Responsible Businesses should build, support and operate agriculture systems that deliver sustainable intensification to meet global needs, while ensuring environmental protection, restoration and enhancement and improved resource efficiency.</p> <p>3. 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.</p> <p>4. Respect Human Rights, Create Decent Work and Help Rural Communities to Thrive Businesses 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 work, live and invest in.</p> <p>5. Encourage Good Governance and Accountability Businesses should avoid corruption, respect the law, recognize natural resource and land rights and use and be transparent regarding their activities.</p> <p>6. Promote Access and Transfer of Knowledge, Skills and Technology Businesses should promote access to information, knowledge and skills, adopt effective approaches and invest in new technologies for better agricultural systems.</p>	<p>1. Responsible investments in agriculture and food systems: enhance people's food security and nutrition, and contribute to the progressive realization of the right to adequate food in the context of national food security.</p> <p>2. Responsible investments in agriculture and food systems: generate positive socioeconomic impacts for all, women and men; respect international core labour standards as well as, when applicable, obligations related to standards of the International Labour Organization (ILO); and apply, as appropriate, the voluntary guidelines on the responsible governance of tenure of land fisheries and forests in the context of national food security (VGGT).</p> <p>3. Responsible investments in agriculture and food systems: use, develop and regenerate natural resources sustainably; and contribute to climate change mitigation and adaptation.</p> <p>4. Responsible investments in agriculture and food systems: respect cultural heritage and landscapes and traditional knowledge consistent with international agreements; and are considered legitimate by local and other relevant stakeholders.</p> <p>5. Responsible investments in agriculture and food systems are supported by policies, laws and regulations which: are consistent with each other; and address all aspects of responsible investments as described in this document.</p> <p>6. Responsible investments in agriculture and food systems are: supported by good governance, and implemented with meaningful consultation and participation of affected communities and free, prior and informed consent of indigenous peoples.</p> <p>7. Responsible investments in agriculture and food systems are strengthened by: non-discriminatory access to justice grievance mechanisms, and fair, effective and timely mediation, administrative or judicial remedies.</p> <p>8. Responsible investments in agriculture and food systems are based on independent, transparent and participatory assessment of their potential impacts on food security and nutrition, societies, economies, tenure rights, environments and culture before, during and after each investment, with mechanisms for regular review. All actors involved in investments in agriculture and food systems are accountable for their decisions, actions and the impacts thereof.</p>

To explore
the potential
of nature to
improve the
quality of life



Centre for Development Innovation
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CDI report CDI-14-009

The Centre for Development Innovation works on processes of innovation and change in the areas of food and nutrition security, adaptive agriculture, sustainable markets, ecosystem governance, and conflict, disaster and reconstruction. It is an interdisciplinary and internationally focused unit of Wageningen UR within the Social Sciences Group. Our work fosters collaboration between citizens, governments, businesses, NGOs, and the scientific community. Our worldwide network of partners and clients links with us to help facilitate innovation, create capacities for change and broker knowledge.

The mission of Wageningen UR (University & Research centre) is 'To explore the potential of nature to improve the quality of life'. Within Wageningen UR, nine specialised research institutes of the DLO Foundation have joined forces with Wageningen University to help answer the most important questions in the domain of healthy food and living environment. With approximately 30 locations, 6,000 members of staff and 9,000 students, Wageningen UR is one of the leading organisations in its domain worldwide. The integral approach to problems and the cooperation between the various disciplines are at the heart of the unique Wageningen Approach.

