



Food and Agriculture
Organization of the
United Nations

FAO Investment Centre Annual Review 2018



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Annual Review 2018
FAO Investment Centre

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AfDB	African Development Bank
AP	Asia and the Pacific region
CABEI	Central American Bank for Economic Integration
CDB	Caribbean Development Bank
CEMAC	Central African Economic and Monetary Community
CIRAD	French Agricultural Research Centre for International Development
EBRD	European Bank for Reconstruction and Development
ECA	Europe and Central Asia Region
EX-ACT	Ex-Ante Carbon-balance Tool
FAO	Food and Agriculture Organization of the United Nations
GAFFSP	Global Agriculture and Food Security Program
GCF	Green Climate Fund
GI	Geographical indication
ICT	Information and communication technology
IDB	Inter-American Development Bank
IFAD	International Fund for Agricultural Development
IFI	International Financing Institution
IsDB	Islamic Development Bank
LAC	Latin America and the Caribbean region
M&E	Monitoring and evaluation
MMI	Missing Middle Initiative
NENA	Near East and North Africa region
NGO	Non-governmental organization
ODA	Official Development Assistance
SDG	Sustainable Development Goal
SGA	Serbian Grain Association
SME	Small and medium enterprise
SSA	Sub-Saharan Africa region
4P	Public-private producer partnership

Message from FAO Deputy Director-General (Programmes),

Mr Daniel Gustafson

This is a critical time for FAO and the United Nations. We must “focus more on delivery and less on process; more on people and less on bureaucracy,” as highlighted by Mr António Guterres, UN Secretary General. Momentum is high for the 2030 Agenda for Sustainable Development. Several countries have started aligning their policies toward more effective development and their budgets to achieve the Sustainable Development Goals (SDGs). Challenging times often lead to innovations, and the finance sector is no exception. Already we are seeing encouraging trends like the use of blended finance and impact investing, and a growing interest among private investors to invest more responsibly.

Despite these positive developments, public and private investments are still too low to meet the SDGs by 2030. Investment is particularly needed in sectors like agriculture and related infrastructure. Investment can catalyse a country’s development and contribute to ending poverty in all its forms, achieving zero hunger, food security and improved nutrition, creating decent jobs, especially for youth, and promoting environmental sustainability. Governments play a crucial role in meeting these goals, as they can foster an enabling environment that stimulates responsible and inclusive private investment. Only effective and coherent policy and regulations can spur additional investments and make developing countries more attractive to private sector investment.

FAO, as custodian of 21 SDG Indicators, and through its work with International Financing Institutions (IFIs), among others, helps the private sector shape and monitor their contributions to these goals. We are also committed to promoting more robust enabling environments for private investment in sustainable agrifood systems, while also making sure those investments reach where they are needed most.

The FAO Investment Centre, together with its IFI partners, is already responding to this evolving development finance landscape. In addition to assisting member countries in designing good quality public sector investment operations in partnership with IFIs, the Centre plays a strategic role in promoting a good investment climate. It does this by strengthening the linkages between policy and investment support and by focusing on national development efforts that facilitate long-term sustainable investment.

The Investment Centre collaborates with other FAO divisions and decentralized offices to help countries bring greater focus to their agricultural policies. It promotes dialogue with farmers, their organizations and food system actors, as well as collaboration among different stakeholders and development partners. The Centre brings FAO’s technical knowledge to bear on the investment process to help countries realize their full potential. In all, the Investment Centre helps countries make better investment decisions for a healthier, greener and more sustainable future.

“Leveraging investments in agriculture, including from the private sector, is key to lifting millions of people from hunger and poverty.”

FAO Director-General José Graziano da Silva (August, 2018)

Message from FAO Investment Centre Director,

Mr Mohamed Manssouri

It is with a great sense of accomplishment that I share this second edition of the Investment Centre's Annual Review. This report highlights many notable achievements made with our partners in the pursuit of greater impact, knowledge and innovation.

2018 marked an incredibly active year for the Investment Centre. Through our partnership with IFIs, we mobilized nearly USD 7.2 billion in investment. In Bangladesh alone, we helped leverage almost USD 1.2 billion in investment and grant financing for projects with three IFI partners. In all, the Centre's investment support services delivered 900 assignments in 116 countries in 2018. This work comprised investment design and appraisal, implementation support (technical assistance, supervision and evaluation) and policy support, in collaboration with technical experts from across the Organization.

I hope this report will provide insights into the breadth and depth of our activities.

In this year's edition, we hear directly from some of our partners. I would personally like to thank Martien Van Nieuwkoop of the World Bank, Natalya Zhukova of the European Bank for Reconstruction and Development (EBRD) and Luther St. Ville of the Caribbean Development Bank (CDB) for sharing their thoughts on our respective partnerships.

Among the many achievements featured in this report, some noteworthy developments include the new collaborative programme with the African Development Bank (AfDB); the launch of AgrInvest and AgrIntel initiatives to crowd in more private investment to achieve the SDGs; and a stocktaking exercise on digital agriculture in selected countries, as a preamble for developing sizable investments in this area.

Looking ahead, the Investment Centre expects growth on three fronts: support to public investment, private investment and 'green' investment. On the latter, the Investment Centre has been busy formulating seven funding proposals for submission to the Green Climate Fund (GCF).

We plan to increase our work in fostering private investment, including through public-private policy dialogue, and also look to new opportunities to help countries scale up interventions. We now have a better understanding of how digital technologies can improve efficiency, inclusiveness and profitability along agrifood value chains, especially for smallholder farmers, and we are engaged in developing investments in digital agriculture at country level. We will also focus on advisory support to livestock sector policies and investments, improved agricultural mechanization and the adoption of FAO's Ex-Ante Carbon-balance Tool (EX-ACT), in close collaboration with other FAO divisions.

I am committed to promoting investment solutions with greater focus on knowledge and innovation, and stronger linkages between policy assistance and investment support to achieve impact at scale. The accomplishments over the past year and the work ahead hinge on the quality of the collaboration with our partners, FAO divisions and worldwide offices, and on the efforts of our dedicated technical and administrative staff. I am immensely grateful to those colleagues and partners whose energy and commitment make the Investment Centre an incredibly dynamic and interesting place to work.

Thank you to all.

Who we are

For more than 50 years, the FAO Investment Centre has helped countries make more and better investments in agriculture to reduce poverty and hunger, improve rural livelihoods and protect the environment.

We offer a wide range of investment support services and currently operate in more than 100 countries.

Recognized as a centre of excellence for investment support, we work mainly through three-way strategic partnerships with member countries and IFIs. We also partner with governments, national organizations, the private sector, producer organizations and other development partners. We draw on FAO's knowledge and comprehensive technical and policy expertise to assist countries in designing, implementing and evaluating investment strategies, plans, programmes and projects.

We are an independent voice and act as a critical link between FAO's programme of technical assistance, financing partners and member countries. True to our mandate, the interests of the people and countries we serve are always front and centre.

The Investment Centre comprises three geographic services: sub-Saharan Africa; Asia and the Pacific; and Europe, Central Asia, Near East, North Africa, Latin America and the Caribbean.

We rely on multidisciplinary teams and count among our staff experts in economics, agricultural development, agronomy, nutrition, crop and livestock development, climate change mitigation and adaptation, natural resources management, forestry, innovative irrigation and drainage infrastructure, land and water development, land tenure, marketing, agribusiness and value chain development, rural sociology, and monitoring and evaluation, among other disciplines.

Investment support services



Investment Programme Support

Supporting countries to design, implement and evaluate investment projects and programmes



Investment Policy Support

Facilitating multistakeholder policy dialogue to create an enabling environment for public and private investment



Capacity Development

Building capacities in investment design and implementation, including economic, social and financial analysis



Knowledge and Innovation

Developing analytical and sector studies and guidance materials and hosting knowledge networks and events



FAO helps countries invest in improving rural livelihoods.



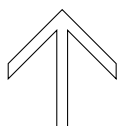
Investments target improved fish production in Georgia.

Facts and figures from 2018

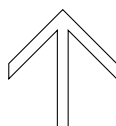
Supporting new public sector investment projects approved by partner IFIs in member countries

Total amount of investment mobilized during 2018

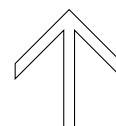
7.2
USD billion



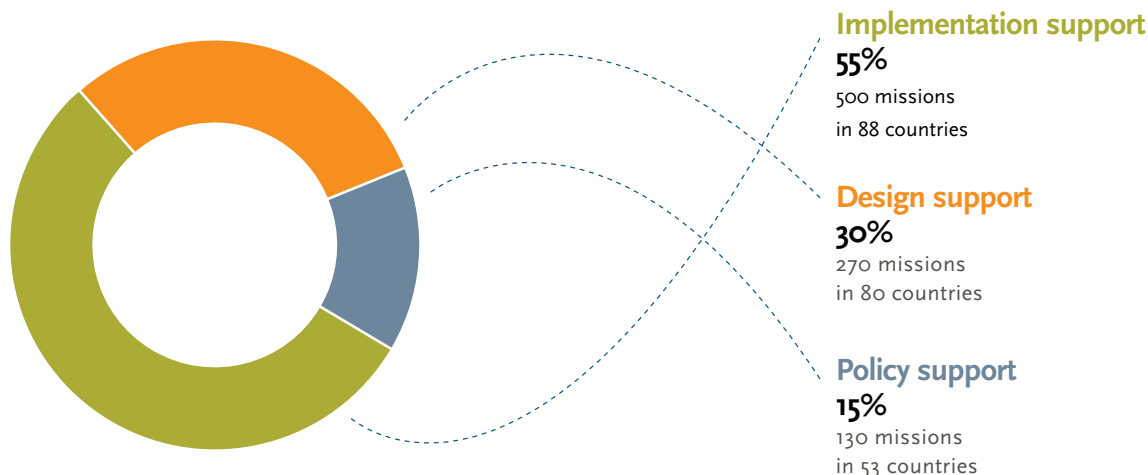
32
countries



47
public sector
investment projects



Investment Centre assignments by type of activity



Policy support and analytical studies

Total number of policy support activities carried out with partner financing institutions in 2018

See full list in Annex 2



Number and value of investment projects financed by IFI partners, developed with substantial support from the FAO Investment Centre (2018), by region

Europe & Central Asia

USD 741 million
6 projects

Middle East & North Africa

USD 170 million
1 project

Latin America & the Caribbean

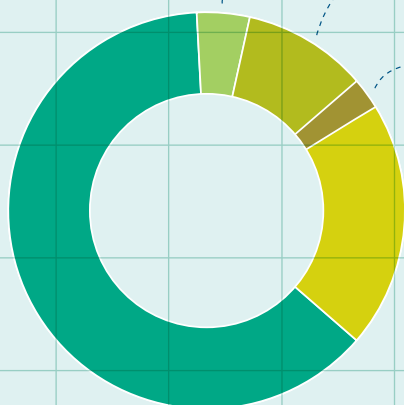
USD 296 million
6 projects

Sub-Saharan Africa

USD 1 448 million
18 projects

Asia & the Pacific

USD 4 526 million
16 projects



Share of projects by region

- **63%** Asia & the Pacific
- **20%** Sub-Saharan Africa
- **10%** Europe & Central Asia
- **4%** Latin America & the Caribbean
- **3%** Near East & North Africa

Partnerships to support public investment

From technical assistance to policy analysis and advice, the Investment Centre helps make sure public investment in food, agriculture and rural development is efficient, effective and sustainable.

Success stories include an innovative project to strengthen agricultural water management and productivity in China; assistance to Bangladesh's livestock and dairy sector; and efforts to link agricultural development, environmental management and tourism development in Tanzania.

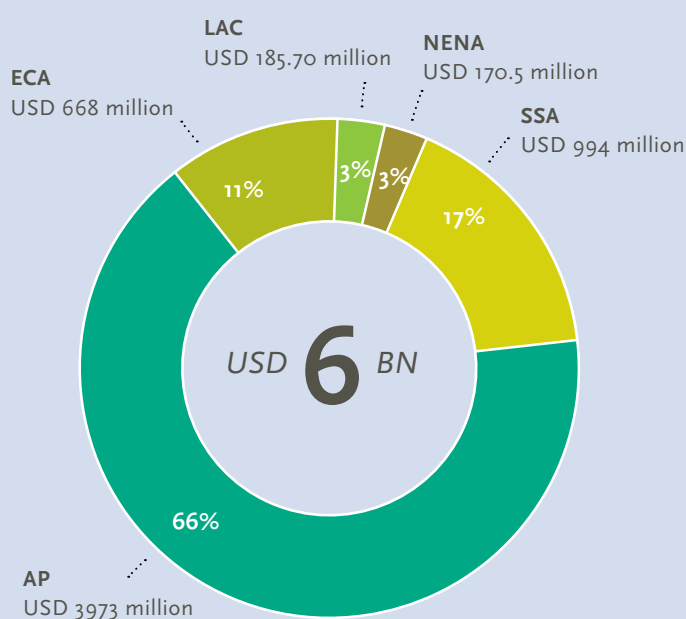
World Bank

The World Bank is the Investment Centre's oldest and biggest partner. The Bank's senior management positively reviewed the FAO-World Bank Cooperative Programme at the end of 2018, renewing its commitment to the 50+ year collaboration with the Centre.

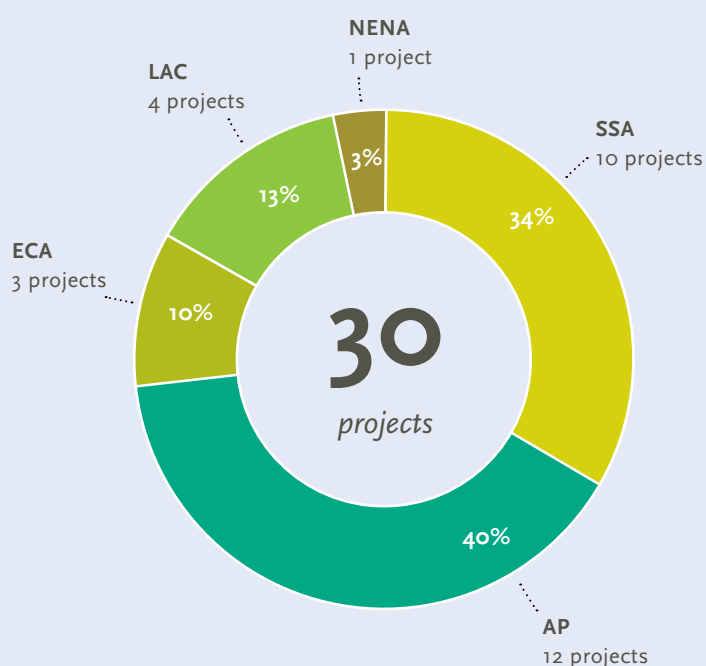
In 2018, the World Bank Board approved 30 projects for financing, with substantial support from the Investment Centre, amounting to nearly USD 6 billion in investment. As shown in the figure below, nearly 75 percent of the World Bank financed projects were in the Asia and Pacific and sub-Saharan Africa regions (see Annex 1 for all recipient countries). The two institutions furthered their collaboration in key areas such as climate-smart agriculture, irrigation, agribusiness and food and livestock systems, and ventured into new areas like digital agriculture (see box on page 41). Success stories include an innovative project to strengthen agricultural water management and productivity in China's water-scarce northern provinces (page 28), substantial assistance to Bangladesh with different partners (see page 30) and efforts to link agricultural development, environmental management and tourism development in Tanzania (see page 30). Additionally, the Investment Centre provided implementation support to the Bank's ongoing operations, which amounted to 334 assignments in 72 countries.

The Investment Centre also provided policy support to the World Bank, contributing to the development of nine agricultural strategies, 31 sector studies, 12 policy studies, three public-private policy dialogue processes and two capacity development activities (see Annex 2).

Total value of World Bank approved projects with Investment Centre support, by region (2018)



Share of World Bank approved projects with Investment Centre support, by region (2018)



Mr Martien Van Nieuwkoop

Director, Agriculture Global Practice – World Bank

What strikes me most is the breadth of our collaboration. Through our Cooperative Programme with FAO, we are working along a broad spectrum – from China, which has a very advanced economy, to Somalia, which is a fragile, conflict state.

The breadth of this collaboration allows for cross-country and regional learning. Countries do not have to invent the wheel but can learn from one other. For example, we are bringing our success with productive alliances in Latin America to other countries like Ethiopia and now Papua New Guinea.

Our collaboration also fosters innovation, especially in countries where the conditions are there for us to engage in new areas, such as food safety in China and agricultural risk management in Ukraine. We can use these experiences to promote South-South learning.

Where FAO and the World Bank have recently made a difference is probably what is the most exciting, and that is our strengthened collaboration on climate-smart agriculture, following the decision at COP23 to include agriculture in the climate negotiations. 2018 marked the first year the Bank moved from the ‘why’ climate-smart agriculture is important, to the ‘how’ to do it operationally at country level.

Climate requirements are now mandatory in the Bank’s projects, and FAO provided a lot of support through climate and disaster risk management, greenhouse gas emission analyses using the FAO EX-ACT tool, and economic and financial analyses to calculate climate co-benefits.

The Bank’s corporate target on climate co-benefits, both mitigation and adaptation, is 28 percent by 2020. But we actually achieved 33 percent at corporate level in 2018. And in agriculture lending, we reached 45 percent. We had a large lending programme, and it was agriculture’s performance that really pushed up that corporate average. This great achievement is also thanks to FAO’s support.

Looking forward, I am excited about working together to operationalize the new approach launched last year by the Bank to maximize financing for development. This approach fosters private sector investment in agriculture and agribusiness, such as through public-private partnerships in agro-industrial parks and support to small and medium enterprises. One example is the accelerated agribusiness development project we are preparing with FAO in Afghanistan.

Another new frontier is digital technology. Again, we are moving from the ‘why’ digital agriculture is important, which is where we were last year, to the ‘how’ – how to use these technologies to improve farmers’ access to markets, or improve traceability along the supply chain, or increase transparency of information in agricultural markets. We are preparing with FAO a project in Morocco that is making sure these digital technologies really work for small farmers and improve their livelihoods.

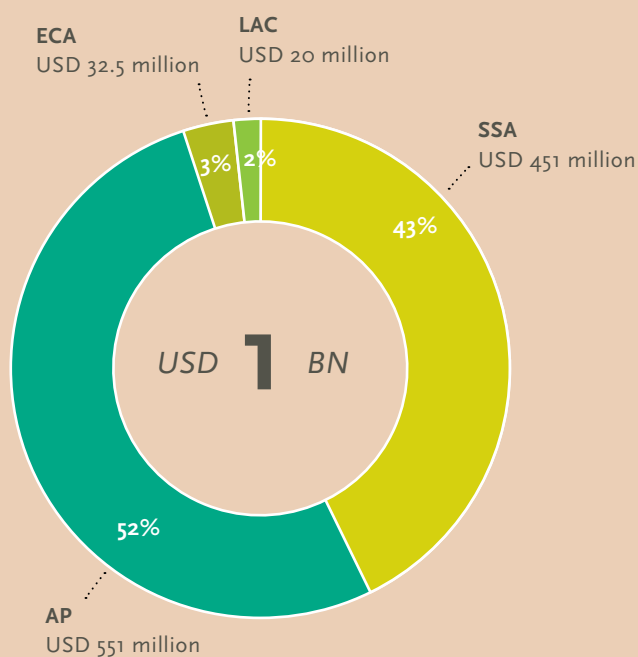
The new collaborative programme of work for 2019 encompasses different stages of the investment project cycle. It also foresees contributions to the development of IFAD's Country Strategic Opportunity Programmes.

International Fund for Agricultural Development (IFAD)

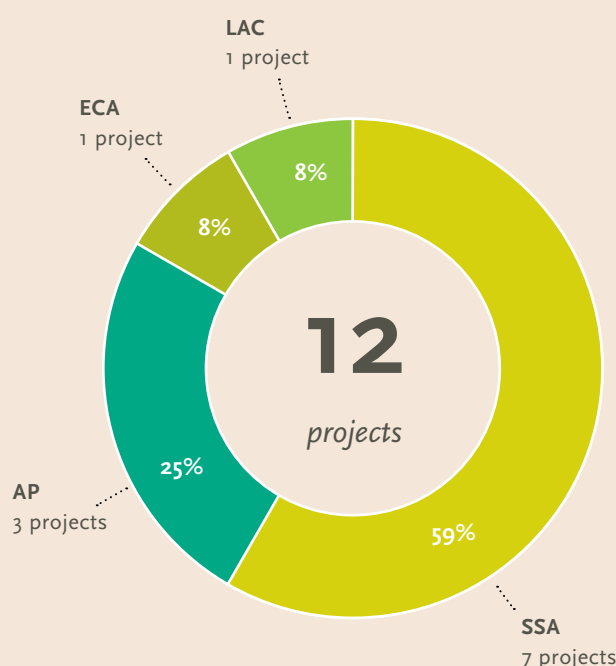
During the last quarter of 2018, IFAD and the Investment Centre drafted a new cooperation agreement to make our partnership stronger, more constructive and impactful. The agreement, which allows for planning and increasing our capacity to better respond to the growing investment demand, will be tested during 2019 and enhanced in the coming years. The new collaborative programme of work for 2019 encompasses different stages of the investment project cycle. It also foresees contributions to the development of IFAD's Country Strategic Opportunity Programmes.

In 2018, the Investment Centre assisted in the design of 12 projects funded by IFAD for a total investment of over USD 1 billion. More than half of these projects were in sub-Saharan Africa (see figure below) – ranging from improving agricultural market access in Benin to promoting youth employment in agriculture in Senegal. In Bangladesh, the production and marketing of high-value crops and climate-smart water management aim to boost profitability, while an initiative in Cuba is strengthening agroforestry cooperatives (see pages 30 and 26, respectively, and also Annex 1 for all recipient countries). We also provided implementation support to IFAD's ongoing operations, which amounted to 25 assignments in 15 countries.

Total value of IFAD approved projects with Investment Centre support, by region (2018)



Share of IFAD approved projects with Investment Centre support, by region (2018)



Regional Development Banks

In 2018, the Investment Centre stepped up its efforts to rekindle and strengthen partnerships with select regional development banks for more strategic collaboration and impact. It also held a series of meetings with the New Development Bank, founded by the leaders of the BRICS countries (Brazil, Russia, India, China and South Africa), as part of FAO's efforts to formalize this new partnership to help countries achieve the SDGs.

African Development Bank (AfDB)

The Investment Centre and the AfDB are working to make their collaboration more programmatic. They have signed a new collaborative agreement to improve joint programming and to boost the quality and quantity of investments. The FAO-AfDB Collaborative Programme – covering the period 2019-2026 – entails technical assistance in the design and implementation of public and private investment operations financed by AfDB. It focuses on the Bank's 'High Five' priorities, namely: Feed Africa; Improve the Quality of Life of Africans; Industrialize Africa; Integrate Africa; and Light Up Africa. Sector studies, capacity development and joint publications will promote knowledge sharing and innovation.

The Investment Centre also started a new line of collaboration with the AfDB's private sector team to identify policy barriers hindering private investment, similar to the approaches used by the EBRD in the context of the FAO-EBRD collaboration (see page 20). This work entailed public-private policy dialogue in Burkina Faso (cotton/textile value chain) and Egypt (sugar value chain). The Investment Centre then prepared two policy notes, following consultations with a large number of value chain actors and public stakeholders. The notes explored the ease of doing business, policy and regulatory opportunities, challenges and recommendations, and also proposed options to make the investment climate in those sectors more attractive to private investors and better aligned with the SDGs.

Central American Bank for Economic Integration (CABEI)

CABEI requested FAO's assistance in preparing three funding proposals for the GCF to improve the resilience of countries in Central America's Dry Corridor, stretching from southern Mexico to Panama. In the context of a technical assistance grant of USD 1 million, the Investment Centre is developing proposals for Honduras, Nicaragua and Panama.

Caribbean Development Bank (CDB)

In early 2018, FAO and the CDB signed a new agreement reaffirming their renewed commitment to supporting agricultural development and growth in the Caribbean. An analysis of the state of food and agriculture in the region – developed by FAO – served as the basis for the Investment Centre's inputs to the CDB's new agricultural strategy. A team of FAO experts helped define the two pillars underpinning the strategy, namely creating an enabling environment and developing infrastructure for efficient agricultural value chains (see page 34).

The Investment Centre and the AfDB are working to make their collaboration more systematic. They have signed a new collaborative agreement to improve joint programming and to boost the quality and quantity of investments.

With CABEI, the Investment Centre led a USD 1 million technical assistance grant to develop GCF proposals for Honduras, Nicaragua and Panama.

FAO's expertise in agricultural development and its global reach are what make them a good partner.

They are able to bring innovative solutions, lessons and best practices from other regions to the Caribbean.

FAO also has a good understanding of how institutions like ourselves operate. This makes it easy for us to engage in dialogue and work together, particularly on project preparation.

Our new formal framework agreement with FAO, signed in March 2018 and replacing the one from 1996, means that CDB as an institution can engage FAO to develop projects, programmes and policies that benefit member countries. CDB can also guide countries that have received CDB financing to seek technical support from FAO directly, and provide grants to FAO to work in a specific country. We no longer have to negotiate a separate agreement for each new project, which was very time consuming.

Recently, we have been working with the FAO Investment Centre to revise our agriculture sector policy and strategy. We first assessed the state of agriculture in the Caribbean, which allowed us to identify key trends and investment opportunities to help our member states stimulate economic growth, reduce poverty, strengthen climate resilience, promote gender equality, and so on. This assessment will now form the basis of our agriculture sector policy and strategy for 2020-2025.

One key area from the assessment was climate-smart agriculture. **I see us working with FAO on climate-smart approaches for improved irrigation to help the region better adapt to the impacts of climate change, like reduced rainfall and severe drought.** Investments in drainage infrastructure for low-lying countries like Belize and Guyana are also very important. We have worked with FAO in Belize to develop an irrigation master plan and hope to scale it up by replicating it in other countries in the Caribbean.

Another key area for collaboration is around food safety. Caribbean exporters today need to comply with internationally recognized food safety standards to continue accessing key markets. For example, about 40 percent of Caribbean agricultural exports go to the United States, which adopted its food safety modernization act in 2017. Many countries in the region still have a way to go in setting up effective food safety management systems to seize market opportunities. We are looking forward to working with FAO to strengthen the capacity of Caribbean countries to sustain, and even increase, their exports in the coming years.

Green Climate Fund (GCF)

FAO is growing its GCF portfolio. A USD 90 million project is already under way to promote reforestation and forest conservation in Paraguay and strengthen the climate resilience of vulnerable communities. The project, prepared by the Investment Centre and the FAO regional and country offices and approved in March 2018, was FAO's first funding agreement with the GCF.

The Investment Centre worked closely with FAO regional and country offices to develop GCF proposals, along with feasibility studies and safeguard frameworks.

FAO prepared seven more GCF proposals in 2018, submitting two for approval. One is a six-year, USD 49.37 million project in Pakistan to increase the climate resilience of agricultural producers, benefitting an estimated 1.34 million rural people. The other is an eight-year, USD 50 million mitigation project in the Kyrgyz Republic, with strong co-financing from the private sector for carbon sequestration. This latter project will develop climate sensitive value chains and sequester about 20 million tonnes of carbon dioxide equivalent. In both cases, the Investment Centre worked closely with FAO regional and country offices to develop the proposals, along with feasibility studies and safeguard frameworks.

The Global Agriculture and Food Security Program (GAFSP)

The Investment Centre also continued providing technical assistance to GAFSP, a multilateral financing mechanism. In 2018, the Centre supported implementation of two GAFSP operations in Bangladesh and Senegal as part of their Missing Middle Initiative (MMI). In Bangladesh, for example, FAO is training farmer organizations in various areas, including financial management, and linking these organizations to markets. Using FAO's RuralInvest toolkit and an inclusive value chain development approach, the Investment Centre is helping the organizations identify profitable business opportunities, prepare viable business plans and access technical services. Further GAFSP support targeting complex and fragile states is anticipated in 2019.

Using FAO's RuralInvest toolkit, the Investment Centre is helping organizations identify profitable business opportunities, prepare viable business plans and access technical services.

FAO is growing its GCF portfolio. A USD 90 million project is already under way to promote reforestation and forest conservation in Paraguay and strengthen the climate resilience of vulnerable communities. The project, prepared by the Investment Centre and the FAO regional and country offices and approved in March 2018, was FAO's first funding agreement with the GCF.

Partnerships to support private investment

Development practitioners increasingly recognize that delivering on the SDGs and meeting the expectations of the “billions to trillions investment agenda” call for innovative approaches to mobilize private sector investment.

To bridge the financial gap between ODA and the total funds needed to achieve the SDGs, development financing institutions and donors have started to use public funds to create de-risking and blended instruments to leverage private investment.

To bridge the financial gap between Official Development Assistance (ODA) and the total funds needed to achieve the SDGs, development financing institutions and donors alike have started to use public funds to create de-risking and blended instruments to leverage private investment. This trend is also visible in the agriculture sector, normally considered too risky, especially at the primary production level, and therefore not attractive to private lenders and investors.

Investment in food and agriculture is primarily driven by farmers and other private actors. Private investment is therefore key to achieving impact at scale in alignment with the SDGs by creating the enabling environment for more and better investment.

The Investment Centre facilitates **public-private policy dialogue** for a better enabling environment for private investors, with more predictable and investment friendly policies. It helps improve the quality, efficiency and sustainability of **food value chains** in order to open up new market opportunities. And it provides private investors with **training, market research and innovation**, and proposes measures to **maximize impacts** of private investment and ensure their contributions to the SDGs. Through this work, the Investment Centre addresses some of the root causes of the risks typically associated with agricultural investment, such as inconsistent and unpredictable agricultural and/or subsector policies, or legislative, regulatory and institutional bottlenecks.

With the EBRD, the Investment Centre has supported five public-private policy dialogue processes in different countries, contributed to 14 sector studies and one policy study, and conducted 16 trainings, workshops and study tours on various sectors in different countries.

European Bank for Reconstruction and Development (EBRD)

Most of the Investment Centre’s work on private sector investment is with the EBRD.

Over the past year, the Investment Centre has supported five public-private policy dialogue processes in different countries, contributed to 14 sector studies and one policy study, and conducted 16 trainings, workshops and study tours on various sectors in different countries (see Annex 2). In 2018, the EBRD and the Investment Centre also jointly signed 16 new technical assistance assignments in nine countries for a total amount of USD 5.8 million. And we expanded our work into value chain and specialized territorial product development (see page 38); export promotion and diversification; and support to producer organizations and agricultural cooperatives.

In 2018, for example, the Investment Centre helped develop the capacity of Ukrainian agribusiness associations to increase exports by improving market access knowledge and fostering new links (see page 38). Other examples include efforts to enhance olive oil quality and labelling in Morocco. Also in Ukraine, substantial assistance led to a USD 40 million EBRD loan to support the training of grain farmers (see Annex 1).

The EBRD and FAO jointly organized the Global Forum on Responsible Private Sector Investments in Food and Agriculture in Marrakesh (Morocco). The event brought together, for the first time ever, all major bilateral and multilateral development institutions and private sector actors. With over 200 participants, the Forum made a strong case for better cooperation between public and private actors to leverage private investment to tackle global agrifood challenges. Other initiatives are planned for 2019.

Ms Natalya Zhukova

Director Agribusiness – EBRD

I think our cooperation with FAO, through the Investment Centre, is exemplary.

For us, the FAO Investment Centre is a one-stop shop, an amazing compilation of global knowledge and technical expertise. We have been collaborating with them for over 20 years. Most of our agribusiness advisory services for small and medium-sized businesses are being implemented with FAO through the Investment Centre.

FAO is the type of partner we really need: one with a wide-ranging view, whether it is on legislation or knowledge of global trends or the local market. In addition, **FAO is a neutral voice, which is critical for aligning public and private interests, an area where a lot of our work is concentrated.**

FAO was one of the main contributors to our new agribusiness strategy, which we launched last year. It calls for responsible, sustainable and innovative approaches to investment. We believe FAO is the frontrunner in this area, helping IFIs identify immediate priorities but also to look ahead strategically.

At the EBRD, we are always striving to strengthen the private sector voice in decisions that affect legislation and to ensure that public policies have the right incentives for the private sector to grow. Our cooperation with FAO helps us to realize the required investments. With FAO, we are also able to reach out to government representatives at the local level. This enables us to engage in evidence-based policy dialogue and to build trust between the public and private sector, which is a prerequisite for successful investment.

In Egypt, through our continued policy dialogue work in the grain sector, for example, we were able to facilitate the establishment of the Egyptian Grain Suppliers Association. It now serves as a private sector voice in discussions with the Government, helping to reduce inefficiencies in the Egyptian grain industry. Last year we focused on building capacity along the olive oil value chain in the southern and eastern Mediterranean. This included the development of a quality national system of certification for olive oil in Morocco, which was very well received. We also worked on export promotion, geographical indications and sector studies across Eastern Europe, the Caucasus and Turkey.

We look forward to working together to modernize Serbia's irrigation and water supply system for the country's agrifood sector, and to continuing to rely on FAO's strong support for business management and knowledge sharing activities, particularly in Central Asia and Eastern Europe.

We are also eager to advance our work with FAO and the World Bank on digital agriculture. In 2018, we selected specific value chains with good potential for digital technologies. We are now looking at how adoption of such technologies will change the agriculture sector in several pilot countries. Going forward, we plan to better assess the role of the public versus private sector in digital agriculture and to promote the application of digital technologies in a number of countries, including Serbia, Turkey and Ukraine.

AgrInvest: enabling sustainable private investment in agrifood systems

In 2018, FAO launched **AgrInvest** – an initiative aimed at leveraging private investment in agrifood systems. It draws on FAO's longstanding experience with EBRD in this area. AgrInvest seeks to foster enabling policies and conducive regulatory and institutional conditions while also ensuring the economic, social and environmental sustainability of private investment operations. To this end, AgrInvest creates solution-oriented platforms for public-private policy dialogue where private actors can voice their concerns and discuss how to tackle bottlenecks and lower risk with the public sector.

AgrInvest favours a pragmatic approach to organize policy discussions, proposing to build the capacity of existing associations and other institutions, or create them, when necessary. AgrInvest recommends the institutionalization of public-private dialogue mechanisms, for instance, by officially recognizing the consultative roles of established working groups or committees in policy-making processes.

AgrInvest can also support financial institutions in developing projects in food and agriculture that are SDG compliant.

Inspired by the Investment Centre's work in support to the private sector, AgrInvest combines the efforts of several key FAO units, including the Investment Centre, the Strategic Programme for enabling more inclusive and efficient agricultural and food systems and the Programme Support and Technical Cooperation Department.

European Union

The European Union is a relatively new Investment Centre partner. Following the European Union's recent request for support in implementing its External Investment Plan, FAO launched the AgrInvest initiative. FAO reached out to government officials in several countries to promote the initiative, proposing tailor-made packages comprising policy dialogue and investment support. The European Union has since agreed to fund a USD 2 million project to help the Government of Uganda address its national priorities, with support services expected to be rolled out in 2019. AgrInvest initiatives will likely be set up with other partners in the future.

FAO and the European Union also launched AgrIntel. Still in its initial phase, AgrIntel addresses the general lack of private investment financing available to micro, small and medium enterprises (SMEs) and smallholders. The initiative seeks to enhance the economic, social and environmental sustainability of agricultural investment operations co-financed by the European Union through a range of investment funds, and to ensure SDG compliance. Under AgrIntel, the Investment Centre provides ad hoc analysis and studies to help the European Union better understand agrifood value chains in specific countries and better guide its blended finance interventions in the agriculture and food sector.

FAO reached out to government officials in several countries to promote the AgrInvest initiative, proposing tailor-made packages comprising policy dialogue and investment support.

The European Union has since agreed to fund a USD 2 million project to help the Government of Uganda address its national priorities, with support services expected to be rolled out in 2019.



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Digital technologies are transforming agriculture.



Blended finance can go a long way to supporting small-scale producers.



© FAO/Jiannyi Dai

Internal collaboration for greater impact

FAO's investment support draws on the Organization's technical knowledge and expertise, normative work, innovative approaches and strong policy, analytical and capacity development capabilities.

The Investment Centre's partnerships with IFIs enable FAO to achieve a scale and quality of impact that far surpasses FAO's own resources, resulting in a strong multiplier effect at country level.

Internal collaboration – including 34 secondments to the Investment Centre from FAO technical departments and decentralized offices – **has helped translate normative work and knowledge products into tangible policy and investment operations** at country level.

FAO's investment support work cuts across all of the Organization's strategic objectives. Collaboration with other FAO departments covers different technical areas including agriculture and consumer protection, forestry, fisheries and aquaculture, climate, biodiversity, land and water, and economic and social development. It spans country and regional offices.

In the Caribbean, for example, FAO used its investment and technical expertise to assist the CDB in developing its new agricultural strategy (see full story on page 34). In Bangladesh, the Investment Centre worked with the FAO country office to support the Government in linking policies and nutrition-sensitive investment.

In Ethiopia, FAO and the World Bank recently deployed a new livestock investment and policy toolkit to help member countries develop policies, strategic plans and detailed cost estimates for investment in their livestock sectors. In Somalia, FAO combined resilience expertise with investment analysis to support a comprehensive assessment of the country's agricultural potential. In Colombia, FAO contributed to strengthening land tenure security for the rural poor and improving property taxation and land use planning. **From the Balkans to North Africa, FAO supported public-private dialogue**, helping create environments conducive to private agrifood investment and giving the private sector a platform to voice concerns on policy and regulatory objectives.

Strategic Objective 1:
help eliminate hunger, food insecurity and malnutrition

Strategic Objective 2:
make agriculture, forestry and fisheries more productive and sustainable

Strategic Objective 3:
reduce rural poverty

Strategic Objective 4:
enable inclusive and efficient agricultural and food systems

Strategic Objective 5:
increase the resilience of livelihoods to disasters

Achieving major impacts from FAO interventions depends largely on policy uptake and investment mobilization. FAO investment operations have made strong contributions to the translation of policy and scalable initiatives into investment programmes.

(FAO, Office of Evaluation, 2019)



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Support is tailored to the needs of the country and partners.

Investing in improved nutrition is vital for overall health and well-being.



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Programme and project support for investment

In 2018, the Investment Centre contributed to the design of 47 projects in 32 countries, approved for financing by IFIs for a total investment value of USD 7.2 billion.

Most of the projects were developed in the sub-Saharan Africa (18 projects for almost USD 1.5 billion) and Asia and Pacific regions (16 projects for over USD 4.5 billion). There was a marked increase in total investments due to a spike in the Asia region over the past two years (see chart below).

The Investment Centre provides tailored investment support services at every stage of the project cycle – from identification, design and appraisal to implementation support, which includes technical assistance, supervision and evaluation – depending on the needs of the country and financing partner.

Investment support comprised 900 assignments in 116 countries.

In 2018, this amounted to almost 900 assignments in 116 countries. Investment design accounted for 30 percent of our work (270 assignments in 80 countries), while the lion's share (55 percent) was dedicated to implementation support (almost 500 assignments in 88 countries) and policy support accounted for 15 percent (130 assignments in 53 countries). (See more on policy support on page 32).

Our support this year covered crosscutting issues like integrated natural resources management, territorial approaches, carbon balancing and nutrition mainstreaming, to name a few. We also carried out socio-economic assessments and gender analyses for more effective and targeted investment.

Total amount of public investment mobilized during 2018

7.2
USD billion



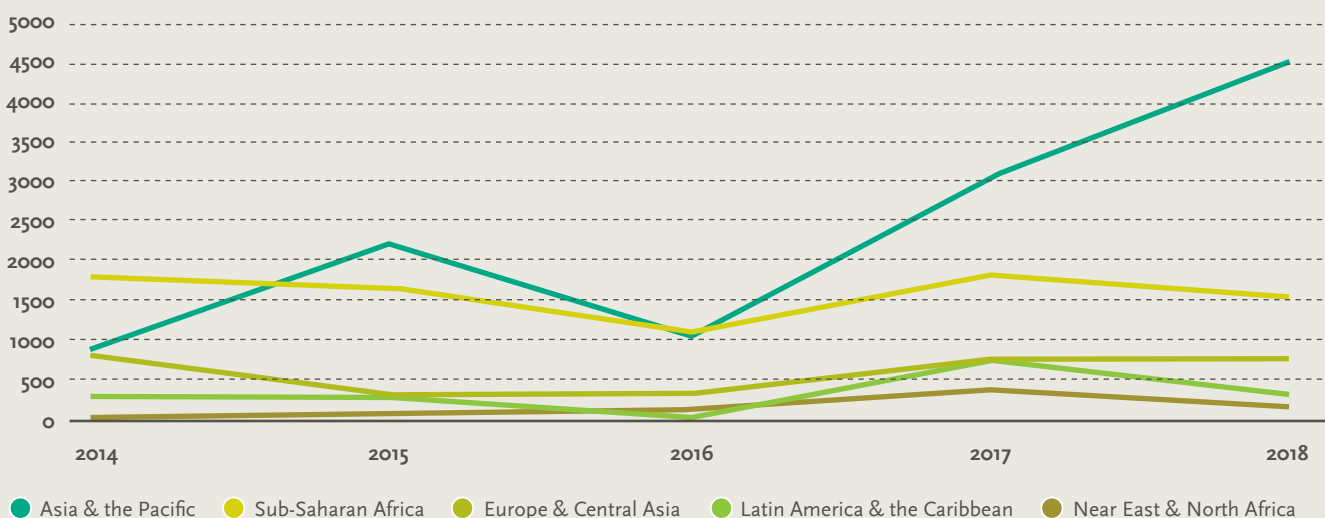
32
countries



47
public sector
investment projects



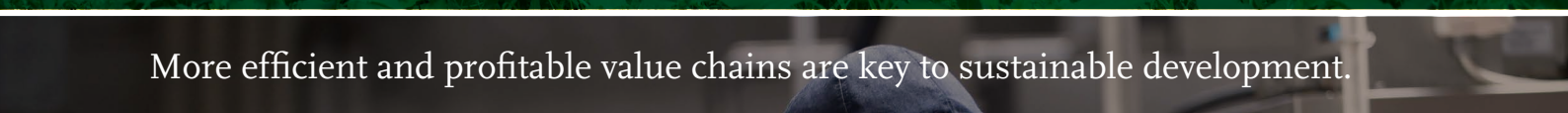
Total investment by region over the last 5 years





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Socio-economic assessments and gender analyses help target investment.



More efficient and profitable value chains are key to sustainable development.



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Stronger agroforestry cooperatives in Cuba (IFAD)

The Cuban Government is keen to boost the production of coffee and cocoa – two crops strategically important to the nation's economy.

Production of both has fallen substantially in recent years, due in large part to unfavourable trade conditions with other countries, declining producer real prices and extreme weather events.

A project co-funded by IFAD and Cuba's Agroforestry Business Group, designed with FAO support, aims to strengthen around 300 agroforestry cooperatives specialized in coffee and cocoa production, as well as the cooperatives' service providers.

The project will take place in Cuba's mountainous eastern region, where most of the country's coffee and cocoa is grown.

Many of the region's farming communities are in remote, difficult to access areas. Rural migration is high. More productive, profitable and resilient agroforestry cooperatives will go a long way to improving these communities' well-being and food security and could potentially bring more young people into the sector.

In designing the project, the IFAD-FAO team analysed Cuba's coffee and cocoa value chains and agroforestry systems from an agronomic, agro-ecological and socio-economic perspective. They assessed the capacity of existing cooperatives and identified strategies for strengthening their management and governance.

Key to well-performing cooperatives is the availability of technical and financial services and training. The IFAD-FAO team focused on ways to improve the scope and quality of such services along the supply chain – from the production of certified seed and plant varieties, to the biological control of disease and pests, to more efficient and well-equipped pulping, drying and fermentation facilities.

They also looked at measures to rehabilitate rural roads to improve transportation and access to rural financing. And they highlighted the importance of supporting national research institutes driving the development of technological innovations. The project pilots a results-based lending approach, with the IFAD-FAO team identifying the most appropriate indicators to link disbursements with outputs and outcomes.

Toward more secure property rights in Bosnia and Herzegovina (World Bank)

Bosnia and Herzegovina is working with FAO and the World Bank to develop a well-functioning land registration system – a move to stimulate economic growth and sustainable development.

Such a system will allow the country's two entities – the Federation of Bosnia and Herzegovina and the Republika Srpska – to work more efficiently and effectively. It will also pave the way for investment, especially from the private sector, and protect citizens' real property rights.

Historically, the country had two different registries for the same piece of land – a cadastre registry describing the parcel of land, and a land registry detailing the rights of that parcel.

Benefiting from FAO expertise in investment and land governance and with World Bank support, the governments in both entities are harmonizing the data between the two registries and making all of that data available online.

People can check the status of their properties with just a few clicks – from a description of the property to ownership and use rights. Now that the records are digitalized, the entities can share that data with other institutions and introduce new

e-services. Applying for a mortgage or a loan to start a business, for example, will become easier and faster.

This work is in line with the *Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security*. For example, the introduction of IT systems is contributing to greater transparency, accountability, justice and inclusiveness, and minimizing opportunities for corrupt practices.

The entities are now using updated geospatial information for evidence-based decision-making around land tenure governance. The IT systems also generate gender disaggregated reports, providing information on how many women are landowners in order to raise awareness of the benefits of improving gender equality in property ownership and control. Additional funding has been granted to scale up this work in the country's rural areas, which will facilitate the process of land consolidation.



©FAO/FAO CUBA

Cuba is building more profitable, productive and resilient agroforestry cooperatives.

More secure property rights can stimulate economic growth and sustainable development.



©FAO/Nemanja Knezevic

Toward greener growth in water-stressed China (World Bank)

Farmers in water-stressed northern China have increased their crop yields and strengthened their climate resilience thanks to an innovative World Bank-funded project, designed with the Investment Centre, that combined investments in engineering works and land husbandry, improved farming practices and modern irrigation technology.

By building or upgrading irrigation and drainage systems, the project helped reduce water withdrawal from the Yellow River for irrigated agriculture in Ningxia Province as well as groundwater overdraft in Hebei Province and groundwater withdrawal in Shanxi Province.

The project provided incentives for farmers to reduce water or to pay more for it. It created or strengthened 290 local water user associations responsible for operating and maintaining the irrigation systems and collecting volume-based water tariffs from their members.

Farming communities received financial and technical support to reduce leakage and non-beneficial evaporation of irrigation water.

The project also encouraged farmers to shift towards less water-intensive and higher-value crops, like fruits

and vegetables, and use improved agricultural practices, such as conservation agriculture, balanced fertilizer application and new seed varieties.

Northern China – home to half of the nation's roughly 1.4 billion people and two-thirds of its farmland – has only one-fifth of the country's water.

With irrigated agriculture producing three-quarters of China's agricultural output, a more sustainable use of water for farming is essential.

The five-year USD 160 million project – winner of the World Bank's prestigious 2018 East Asia and Pacific Region Vice Presidential Units' Team Award – has contributed to greener agricultural growth and water conservation, topics high on the Government's agenda.

Other regions in China have now adopted several of the project's innovative water management approaches, namely volume-based water pricing and participatory water planning. And these approaches are shaping World Bank-supported projects in other parts of the world, helping to change the way agricultural water is managed and used.

Public-private producer partnerships to increase farmers' incomes in Benin - PADAAM (IFAD)

The development of inclusive agro-based value chains contributes to delivering on the SDGs. Instruments such as the public-private producer partnership (4P) model, advocated by IFAD, aim to bring more small-scale farmers, particularly women and young farmers, into profitable value chains. These 4P financing instruments also address the 'missing middle' phenomenon – i.e. rural enterprises too small to obtain loans from commercial banks and development finance but too large to access microcredit schemes.

The IFAD-funded agricultural development and market access project in Benin, prepared with Investment Centre support, is a good example of how to implement the 4P model for SME development in value chains such as rice, cassava and maize. To increase the incomes of the rural poor, the project supports the development of SMEs (called ESOPs) under a joint venture scheme where the business assets, ownership, revenues and expenditures are shared among producers, a private entrepreneur and a private investor (in this case the Togolese NGO *Entreprises, Territoires et Développement*). While ESOPs will first rely on public funds to kick-start their enterprises, the longer-term objective is

to privately finance the most promising 4Ps once the six-year project is phased out.

To achieve this, the design team approached various social impact investment funds to finance new SMEs – through private equity or debt – to ensure sustainability after the project closes. Impact investing uses private capital investments to generate social or environmental benefits while also turning a profit. Since impact investors look for reliable agro-entrepreneurs, the project also identified SME incubators to advise and coach them to become better performing business leaders.

Leveraging private finance from equity funds while also programming incubation activities, which would not have happened without FAO's support during project design, could easily be expanded to other projects to support inclusive value chains and SME development, thereby boosting agribusiness development in sub-Saharan Africa.



Innovative water management is key for greener agricultural growth in China.



New financing instruments aim to bring more small-scale farmers into profitable value chains in Benin.

Water protection and tourism development in Tanzania (World Bank)

The Investment Centre helped design a USD 150 million World Bank-funded project to develop tourism in Tanzania. It was the World Bank's largest environmental loan to a single country. The project supports the development of four major national parks and wildlife reserves in southern Tanzania – known as the 'Southern Circuit' – and promotes nature-based tourism.

It took three years to formulate the "Resilient Natural Resource and Tourism Management for Growth Project" (REGROW) and another year for the project to begin in June 2018. Each of the parks and reserves has its own characteristics and challenges. As a result, formulating the project was complex and required the involvement of many actors in its design and implementation to ensure transparency and inclusiveness.

One of the parks is the Ruaha National Park, East Africa's largest wildlife park. Running through the park is the Great Ruaha River, the main water source for many animals, particularly elephants, during the dry season. Over the last 20 years, increased irrigation activities upstream have drastically reduced the availability of water for animals,

even halting water flow for nearly two months each year, causing many wildlife to perish.

To promote the park as a tourist destination with the promise of seeing animals, the issue of water availability had to be resolved. The project is introducing more efficient irrigation upstream and supporting a consensus-building process around land and water management and climate change adaptation.

Based on the results of a number of studies, four different governmental institutions are now working to protect the water sources, improve water use efficiency through better irrigation and create additional water sources in the park. In addition, a farmer field school programme was developed to explore new livelihood opportunities for various communities linked to the conservation of wildlife and landscapes.

Sustained country level support to Bangladesh (World Bank, IFAD, GAFSP)

FAO provided sustained support to Bangladesh's agriculture sector over the years. The country, which has already dramatically reduced its poverty rate, was highlighted by FAO as a country of focus for scaling up investments in food and agriculture. Bangladesh has since received substantial policy and programme support from the FAO regional office for Asia and the Pacific, the FAO country office and FAO technical experts in investment, animal health and production, crops, fisheries and nutrition.

In 2018 alone, FAO helped leverage a sizable USD 1.2 billion in investment and grant financing for five projects in the country. These investments enable the country to scale up technical innovations on everything from nutrition, food safety and water management to livestock, fisheries and value chain development.

A seven-year, USD 578 million World Bank-funded project is improving the productivity, market participation, risk management and resilience of smallholder farmers and agro-entrepreneurs working in cattle, buffalo, sheep, goat and poultry systems. Another World Bank-funded project is stimulating sustainable economic growth through better

management of Bangladesh's coastal and marine fishery resources. The USD 282 million project is focusing on such elements as good governance, nutrition, sustainable livelihoods and community empowerment.

And the World Bank's USD 179 million project on sustainable forests and livelihoods is exploring alternative ways for Bangladesh's forest-dependent communities to earn income while also promoting better forestry management. FAO worked closely with IFAD to design a project to make farming in Bangladesh more profitable through the production and marketing of high-value crops and climate-smart water management. Within the USD 111 million project, co-financed by IFAD, the Government allocated USD 3 million to FAO for technical assistance in building capacity to ensure the most efficient use of resources.

Finally, improving Bangladeshi farmers' access to value chain services, markets, technical knowledge and finance is the focus of a new USD 2.5 million project by FAO and the Government of Bangladesh. It is funded through the MMI – a GAFSP pilot scheme to stimulate greater investment along agricultural value chains and to reach small-scale farmers and their organizations more directly.



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Investments target greener growth and tourism in Tanzania.



©FAO/Karina Cortes

Investments are being scaled up in food and agriculture in Bangladesh.

Policy support for investment



In 2018, the Investment Centre produced 17 agricultural strategies, 19 policy studies and 54 sector studies, and organized 11 public-private policy dialogue processes (see Annex 2). Policy support accounts for 15 percent of the Centre's overall work. In 2018, this amounted to 130 assignments in 53 countries.

The Investment Centre works with governments to pinpoint and tackle the bottlenecks that hinder investment in agriculture and to identify sustainable solutions, including through public-private dialogue.

Countries that have experienced a boom in agribusiness have done so by creating an effective policy, legal and regulatory environment – one attractive to investors. The Investment Centre works with governments to pinpoint and tackle the bottlenecks that hinder investment in agriculture and to identify sustainable solutions, including through public-private dialogue.

Comprehensive sector studies that assess such obstacles make up the lion's share of our policy support to investment. These studies allow us to provide countries with investment options that promote more inclusive growth, prosperity and sustainability.

The Investment Centre also contributes to developing agricultural strategies (see page 34 for our input to the CDB's new agricultural strategy) and facilitates public-private policy dialogue (see page 42 for our Global Forum on Responsible Private Sector Investment in Marrakesh). All efforts are about ensuring that the right conditions are in place to attract public and private investment that generates social, economic and financial returns.

Policy support and analytical studies



Greening the agrifood sector in Kazakhstan and Kyrgyz Republic (EBRD)

Greater adoption of climate technologies in the agrifood sector is an important step towards more sustainable food systems. Such technologies can help improve productivity, reduce carbon emissions, build climate resilience and make better use of natural resources.

FAO and the EBRD developed a methodology to identify and prioritize climate technologies in the agrifood sector based on their potential to mitigate greenhouse gas emissions and contribute to climate change adaptation. The work was done within the Finance and Technology Centre for Climate Change (FINTECC) programme, and first tested in Morocco in 2016.

In 2018, FAO and the EBRD used the methodology to conduct rapid assessments of climate technologies in the Kyrgyz Republic and Kazakhstan. They looked at technical and financial parameters, economic-wide impacts, sustainability and institutional and regulatory aspects. Both countries have seen a considerable rise in agrifood emissions over the past 15 years, largely due to expanded livestock production.

The studies found that by investing USD 1 billion in climate technologies in the Kyrgyz Republic and USD 2.3 billion in Kazakhstan, agrifood sector emissions could be reduced by almost 60 percent and 30 percent, respectively.

In the Kyrgyz Republic, pasture improvement has by far the greatest mitigation potential, followed by manure management, drip irrigation and improved greenhouses. In terms of adaptation potential, drip irrigation is the most promising technology given its ability to increase water availability and agricultural production. Next are pasture improvement, manure management, improved greenhouses and conservation agriculture.

In Kazakhstan, pasture improvement has the best mitigation potential, then conservation agriculture, field machinery and precision agriculture, while drip irrigation has the best adaptation potential.

FAO and the EBRD shared the studies' findings during workshops in both countries. They also looked at challenges and opportunities for private sector investment and identified areas for public support and cooperation with IFIs and resource partners to accelerate technology deployment.

Climate technologies, like improved greenhouses, can boost productivity, lower emissions and build resilience in the Kyrgyz Republic.



The Caribbean's agricultural transformation (CDB)

FAO and the CDB are committed to helping Caribbean countries reposition agriculture toward more inclusive growth, prosperity and sustainability.

A study initiated by the Investment Centre on the state of food and agriculture in the Caribbean identified key agricultural trends in CDB borrowing member countries, as well as investment opportunities.

It examined the agricultural transformation currently happening in the Caribbean – the evolution, for example, from classic export crops like sugar and bananas to irrigated fruits and vegetables. Most of the region's countries are island nations, so agricultural trade – both export promotion and import substitution – is particularly important for their development.

Given that hurricanes, tropical storms, drought and erosion are huge challenges for the Caribbean, the study looked at the impact of climate change and natural hazards on the sector. It also explored areas where agriculture can reinvent itself, like linking up with the region's booming tourism industry and creating new jobs, especially for youth. The study was a collaborative effort from the start.

The Investment Centre worked closely with FAO's Subregional Office for the Caribbean and FAO's Agricultural Development Economics Division. Local stakeholders were also involved in the process, including the University of West Indies – the Caribbean's top academic organization – and institutions such as the Organization of Eastern Caribbean States and the Caribbean Community.

While the study focused specifically on Jamaica, Guyana, Grenada and Haiti, it looked at agricultural trends across the entire region. The results have now fed into FAO's inputs to the Bank's new agricultural strategy, currently under preparation.

The strategy, expected to be launched this year, not only covers hard and soft investments in agriculture but focuses on five cross-cutting areas – gender, youth, nutrition, good governance and information and communication technologies, including digital agriculture.

Breaking down regional trade barriers in Central Africa (World Bank)

The World Bank commissioned a study to identify regional agricultural trade barriers and support the Central African Economic and Monetary Community (CEMAC) countries in their efforts to diversify their economies.

Upon gaining their independence, the nations of Central Africa – Cameroon, the Central African Republic, Chad, the Republic of Congo, Equatorial Guinea and Gabon – embarked on a journey of economic integration that led to the signing of the CEMAC Treaty in 1994. While the monetary component of regional integration has been operational for many years, provisions related to the free movement of goods, people and services remain problematic. In particular, less than a quarter of food imports are sourced within the region.

The Investment Centre led the data collection and analysis using a 'corridor approach' to understand current conditions at selected border crossings and in nearby assembly markets that shape CEMAC's competitiveness in food production and the farmers' ability to compete in their own regional market. The analysis found substantial potential for regional trade to drive agricultural development and poverty reduction

through increased farm revenues and lower food prices. At the same time, this would reduce the food import bills and improve the balance of payments. Yet weak links between farmers and markets, poor market-related infrastructure and high trade costs due to corruption along regional trade corridors are keeping that potential from being fully realized.

Coordinated action to increase the capacity of producer associations, invest in market facilities and warehouses, improve the effectiveness of legitimate checkpoints and remove harassment along trade corridors would have substantial economic impacts benefitting producers and consumers on both sides of the border. Addressing these constraints will require cross-sectoral collaboration and strong political leadership.



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The Caribbean is undergoing an agricultural transformation.



Efforts are being made to increase Central African countries' competitiveness in food production.

© FAO/Petterik Wiggers



Capacity development for investment

Capacity development is at the heart of FAO's mandate and central to the Organization's investment support. Through on-the-job training, peer learning, (online) tools and learning resources, the Investment Centre strengthens a country's ability to make better investment decisions.

FAO has partnered with the World Bank and CIRAD to develop a tool that supports national authorities to increase and improve livestock investments and policies aimed at reducing poverty, promoting inclusive growth and curbing emissions.

The Investment Centre organized several trainings on RuralInvest – an FAO-developed tool for preparing sustainable agricultural and rural investment projects and business plans.

We carried out 19 direct interventions to support member country capacities

(See the full list in Annex 2). In addition to project-specific capacity development activities, some of our more global capacity development work is highlighted below.

Livestock Sector Investment and Policy Toolkit

For several years, FAO has partnered with the World Bank and the French Agricultural Research Centre for International Development (CIRAD) to develop a tool that supports national authorities to increase and improve livestock investments and policies aimed at reducing poverty, promoting inclusive growth and curbing emissions. The toolkit can be used for multiple purposes, including the development of master plans for the livestock sector, the preparation of economic and financial analyses of livestock production systems, capacity development in ministries and ex-ante project assessments. A consortium comprising FAO, the World Bank, CIRAD and the International Livestock Research Institute oversees regular improvements to the toolkit. FAO technical experts from the Investment Centre and the Agriculture and Consumer Protection Department participated in a two-week training workshop on the toolkit's use and potential development to improve in-house capacity. An improved toolkit is planned for 2019.

RuralInvest training

The Investment Centre organized several trainings on RuralInvest – an FAO-developed tool for preparing sustainable agricultural and rural investment projects and business plans. **Trainings in Bangkok (Thailand) and Niamey (Niger), for example, were designed to strengthen national institutions and create communities of RuralInvest practitioners and trainers.** The Investment Centre also focused on increasing in-house capacities. A new RuralInvest website features a special section on training materials, software updates and a network of RuralInvest users and trainers.

M&E workshop

A robust M&E system is essential to ensure investment projects achieve their intended impact. However, setting up and using M&E systems effectively involves challenges that range from unrealistic indicators and the difficulty of collecting data to ensuring projects and project teams have ownership of their M&E systems. **The Investment Centre, together with the World Bank, organized a week-long M&E training in Bangkok.** The training targeted M&E professionals involved in World Bank-financed agriculture investment projects in Asia and the Pacific, as well as staff members from government ministries and FAO's regional office. It covered a wide range of topics, including the Theory of Change, results frameworks, linking M&E to planning, Management Information Systems, routine monitoring, data collection methods and evaluations. Another workshop is planned for Rome in 2019.

Gender workshop

FAO and IFAD staff held a workshop on gender awareness and social inclusion, organized by the FAO Investment Centre and the Social Policies and Rural Institutions Division. Via this workshop, the Investment Centre ensured these cross-cutting issues would be taken into account in investment support operations for greater returns on investment.

Using the innovative “Out-of-the Box Interactive Theater” methodology, participants were able to identify cultural triggers and stereotypes that lead to gender discrimination and social exclusion. They explored everyday situations where gender discrimination or social exclusion could emerge, or be reinforced, and looked at how to overcome or prevent them. Participants shared field-based experiences, providing operational entry points for gender mainstreaming and identifying easily implementable actions to better integrate gender and social inclusion into their work.

EX-ACT helps project designers estimate and prioritize activities with good economic and climate change mitigation benefits.

Ex-Ante Carbon-balance Tool (EX-ACT)

Agriculture, forestry and changes in land use contribute more than a quarter of total greenhouse gas emissions. At the same time, agriculture has excellent potential for mitigating these emissions. EX-ACT, an appraisal system developed by the Investment Centre jointly with FAO’s Programme Support and Technical Cooperation Department and the Agricultural Development Economics Division, helps project designers estimate and prioritize activities with good economic and climate change mitigation benefits. The tool can be used on a wide range of investment projects, such as sustainable land management, watershed development, forestry management, food security, crop intensification and livestock production. It is cost-effective, requires relatively little data and provides tables and maps to help locate information required to run the tool.

Costab

The Costab software helps project analysts organize and analyse project costs, especially during project design. The Investment Centre, as the leading Costab user group, provided significant feedback at various stages to improve the new software’s functionality and user experience in the context of the development of a new web-based version led by AfDB and IFAD. Besides the classic project costing functionality, this tool will include options to track corporate commitments (e.g. on climate, gender, co-financing) in terms of project costs, and link M&E systems with project budgets. Users will be able to generate annual work plans, budgets and procurement plans automatically and tag cost items to allow tracking of a particular expenditure based on needs.

A robust M&E system is essential to ensure investment projects achieve their intended impact. However, setting up and using M&E systems effectively involves challenges that range from unrealistic indicators and the difficulty of collecting data to ensuring projects and project teams have ownership of their M&E systems.

A bigger slice of the export market in Ukraine and Serbia (EBRD)

Since 2015, the Investment Centre and the EBRD have helped agribusinesses in various countries diversify production and widen their access to export markets. Their support has covered everything from comprehensive market data and training on market access requirements and export logistics to policy dialogue. With funding from the European Union EU4Business initiative, FAO and the EBRD have assisted Ukrainian millers in increasing exports of higher value products, like flour, groats and other processed goods.

The two institutions regularly use trade missions, business forums and international trade shows to expose local producers and agribusinesses to the latest industry trends and new business opportunities.

For example, they organized trade missions to Singapore, Malaysia and Indonesia for 15 Ukrainian suppliers of organic food, honey, fruits and vegetables to meet with importers and supermarket chains. A few months later, Ukrainian suppliers sent their first shipments of honey, fruit juices, fresh apples and fresh blueberries to Singapore, Malaysia and Indonesia; and export volumes continue to expand each month.

Singapore is also becoming the fastest growing flour market for Ukraine.

In Serbia, FAO and the EBRD have been strengthening the country's grain industry to attract greater investment and trade. They have helped raise the profile of the Serbian Grain Association (SGA), which has led to hundreds of new business contacts.

Consultations and policy dialogue with the Serbian Government have enabled many of the domestic grain infrastructure, regulatory and export bottlenecks to be addressed. One example is FAO's analysis of the legal framework for investing in river infrastructure.

The two institutions have also worked with the Serbian Ministry of Agriculture and Environmental Protection and the SGA to improve quality standards. Thanks to discussions between Serbian and Egyptian authorities on the mutual recognition of international sanitary and phytosanitary standards, Serbia can now export wheat to Egypt. FAO and the EBRD are supporting a move toward higher value-added products in the country.

Origin-based labels boost local economies (EBRD)

High-quality food products linked to their place of origin can boost local economies and promote sustainable development.

Those were the findings from a study, conducted by FAO and the EBRD, on the benefits of foods registered with a geographic indication, or GI. GIs are shorthand for quality, local heritage, authenticity and reputation. Consumers, faced with many choices, are often willing to pay a premium for such guarantees.

The global market for GIs stands at around EUR 50 billion. Drawing on FAO's expertise in investment and sustainable food systems and with EBRD support, the two institutions are strengthening agrifood value chains in several countries by helping producers raise quality standards and develop quality and origin-based labels for their unique foods.

GIs for Serbia's renowned Oblacina sour cherry and Arilje raspberry were several years in the making. FAO and the EBRD supported the Government, farmers, processors and other partners to take the necessary steps – from

organizing training workshops and study tours, to developing specifications and registering GI management organizations. FAO and the EBRD also worked with the Serbian Government and partners to upgrade the country's meat industry standards and create its first public voluntary quality label. Serbian meat producers can now register for the right to use the 'Serbian quality' label, giving their products an edge in the market.

With FAO and EBRD support, producers in Turkey's Bursa region have developed GIs for their distinctive black figs and peaches, which should help protect the 'Bursa brand' from misuse. And producers in Georgia and Montenegro have developed GIs for various traditional products, among them Georgia's *Tushuri* guda cheese and Montenegro's dried beef *Crnogorska Goveda prsuta*.

Montenegrin and Georgian producers taking part in Slow Food's *Terra Madre Salone del Gusto* in Turin, Italy, – a biennial global event bringing together thousands of small-scale producers and hundreds of thousands of visitors – learned how better to market their delicacies.

Creating a community of RuralInvest trainers in Niger (World Bank)

A multimillion-dollar World Bank project is working to increase the productivity and drought resilience of agro-silvo-pastoral production systems in Niger, while also improving the Government's emergency response capacity. Investing in climate-smart agriculture, strengthening service delivery and creating rapid response mechanisms for emergencies are among the project's main components.

A team from the Investment Centre trained 30 people from national and regional NGOs, consulting firms, the Ministry of Agriculture and Livestock and other regional institutions in charge of territory and community development on the use of RuralInvest. The aim was to strengthen the capacity of service providers to prepare viable business plans to help farmers and rural communities access rural financing for micro-projects.

RuralInvest is a participatory, interactive and bottom-up approach. The training, featuring a mix of classroom exercises, fieldwork and hands-on learning, introduced participants to the RuralInvest methodology and modules. Part of the training focused on how to collect data systematically. Trainees met with farmers in the field to

discuss their investment ideas, the size and technical complexity of their intended investment, and the expected market for their products. For example, one group discussed with a female investor the possibility of raising fresh fish in newly constructed fishponds on the land she also uses to grow vegetables. She could recycle the older fishpond water and fish excrements to irrigate and fertilize her vegetable garden.

The trainees then used the RuralInvest software to assess the financial feasibility and overall sustainability of the proposed investment, including calculating production costs, income and risks, and prepared an investment profile.

A follow-up training is planned for June 2019. This second phase will cover the difficulties participants encountered while working independently in the field. After completing the training phase and field exercises, the trainees will help investors in their respective regions prepare actual business plans to submit to funding agencies.

Investing in climate-smart agriculture is vital for Niger.





Investing in knowledge sharing and innovation

FAO is a knowledge organization. The Investment Centre contributes to promoting a culture of knowledge sharing, learning and innovation.

With our partners, we foster innovation and information exchanges across regions; we organize events to share knowledge with FAO colleagues and partners; and we communicate about our work through publications and other resources. Some highlights include:

Regional information exchange networks

Two regional networks – each co-managed by an IFI partner – promote the exchange of knowledge and best practices among public and private actors involved in agricultural investment. EastAgri, for Eastern Europe, Central Asia and the Caucasus, and MedAgri, for the Southern and Eastern Mediterranean region, share information on FAO, EBRD and World Bank projects, upcoming meetings and workshops, publications and general sector news, including from partners working in the regions.

Investment Days

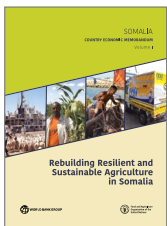
The Investment Centre’s ninth annual knowledge sharing event Investment Days welcomed more than 120 experts. Over two days, FAO staff and partners from IFIs, the public and private sectors and academia explored the latest trends and thinking around the theme “Innovation for Better Investment”.

One session looked at how private investors could revolutionize the development finance landscape, from impact investing to crowdsourcing schemes targeting food and agriculture. Panellists addressed the ‘balancing act’ of generating returns while also delivering positive and measurable social and environmental impacts. They also spoke about leveraging private sector financing to bridge the financial gap created between public funds and total funds needed, including through dedicated de-risking and blended financing instruments.

Given that digital technologies are transforming the world at breakneck speed, an entire day was devoted to discussing the different ways these technologies are taking root in agriculture. ‘Eye in the sky’ tools that circumnavigate the globe capturing data assist decision-making on farm management, climate change adaptation, irrigation and natural resource management. Other digital technologies, like block chains, are helping to improve food safety and traceability. Panellists weighed in on the relevance of such technologies for small-scale producers – whether they are constructive, destructive or disruptive – and how international organizations, like FAO, can better promote the benefits of these technologies.

Publications and multimedia

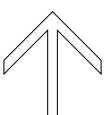
In 2018, the Investment Centre produced 20 publications, 160 feature articles, 11 videos and 3 multimedia campaigns, more than doubling our communication efforts from the previous year.



Investment Centre communication and knowledge products 2018

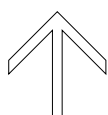
160

articles



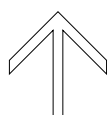
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major events



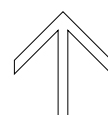
20

publications



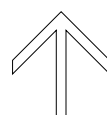
3

multimedia campaigns



11

videos



Joining forces on digital agriculture

The Investment Centre established a tripartite partnership with the World Bank and the EBRD to study the opportunities and risks associated with digital agriculture. With digital agriculture almost exclusively driven by the private sector, our aim is to bring a public sector perspective into the arena to ensure that digital transformations promote equity and environmental sustainability. We want to quantify the effects of digital technologies on the agriculture sector; identify and test key policy enablers for digital technologies; and develop instruments such as a capacity assessment tool and public policy frameworks. In this context, we carried out a stocktaking exercise examining the function, use and potential social, environmental and institutional impacts of digital technologies in agriculture in selected countries. The analysis also looked at how to mitigate market and policy failure risks.

In collaboration with other FAO technical experts from the Climate and Environment Division, the Investment Centre has also rolled out open-source and user-friendly Google-based satellite imagery tools, like Collect Earth and Earth Map, to assist at different stages of investment projects. It also supported the application of Collect Mobile, another free tool for data collection and analysis, in Armenia, Georgia, Kazakhstan, Kyrgyz Republic, Myanmar, Pakistan and Philippines.

FAO and the EBRD have introduced Collect Mobile in Kazakhstan to improve efficiency in the country's dairy sector, while in Pakistan, the use of Earth Map and evapotranspiration satellite monitoring was crucial in the design of a GCF-funded project. Working with the Inter-American Development Bank (IDB), FAO has supported the Governments of Honduras and Uruguay to assess suitable digital solutions – from the use of digital technologies to improve agricultural extension services in Uruguay to connecting service providers in Honduras with potential clients in the agriculture sector (see more on page 42).



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Responsible private investment in food and agriculture (EBRD, World Bank, FAO)

Public funding alone is not enough to achieve the SDGs by 2030. Development and international financing institutions must collaborate more strategically to leverage private investments. That was the overarching message from the Global Forum on Responsible Private Sector Investment in Food and Agriculture held in Marrakesh, Morocco, in October 2018.

The event, supported by the European Union and organized by the EBRD and FAO, brought together over 200 investors, business leaders, representatives from multilateral development institutions, policy-makers and government officials from Africa, Asia, Europe and the Americas.

Food and agriculture systems face daunting challenges – from producing more with less to feed a growing planet and shrinking the sector's carbon footprint, to creating decent employment opportunities, especially for youth in developing countries.

One encouraging trend – already visible in the agriculture sector – is impact investing, in which private investors are putting their money behind initiatives that generate profits alongside social and environmental impacts.

The Forum also made a strong case for greater investment in innovation. New digital technologies are improving agricultural productivity, lowering carbon emissions and making better use of the earth's natural resources. They are also making information more accessible to small-scale producers across the globe.

While the private sector is largely driving the development of such technologies, the public sector can help facilitate their adoption and keep an eye on technologies with the power to bring about positive outcomes, especially for small-scale farmers and SMEs.

Other discussions at the Forum focused on the private sector's views on investing in emerging markets and managing risks in value chain financing, and on the importance of making agrifood systems greener and more inclusive, especially for women and youth.

Closing the digital divide in Uruguay and Honduras (IDB)

Digital technologies – smartphones, big data, artificial intelligence, the Internet of Things, precision agriculture – are helping farmers boost agricultural productivity, profitability and competitiveness through more informed decision-making.

At the request of the IDB, the Investment Centre, in collaboration with the FAO country office, assessed the use of information and communication technologies (ICTs) in Uruguay's agriculture sector.

Uruguay is one of the most advanced countries in Latin America in terms of ICTs, and boasts a favourable legal and institutional environment for digital innovation and adoption. The use of mobile phones and Internet is particularly high.

But while the country's larger-scale farmers are using digital technologies systematically to improve productivity, Uruguay's smaller family farmers have been slow to fully embrace digital agriculture. Reasons include limited digital education, especially among older farmers, farm size and insufficient knowledge of technological solutions and access to specialized technical assistance, among others.

Following the assessment, FAO proposed concrete actions for incorporating ICTs into agricultural systems, extension, technical assistance and training to reach more family farmers. This includes providing incentives for the development and adoption of ICTs in order to accelerate innovation processes in different agricultural value chains, as well as setting up a training programme on ICT use.

FAO also recommends greater dialogue and collaboration between producer organizations and ICT providers so that digital solutions respond to farmers' needs.

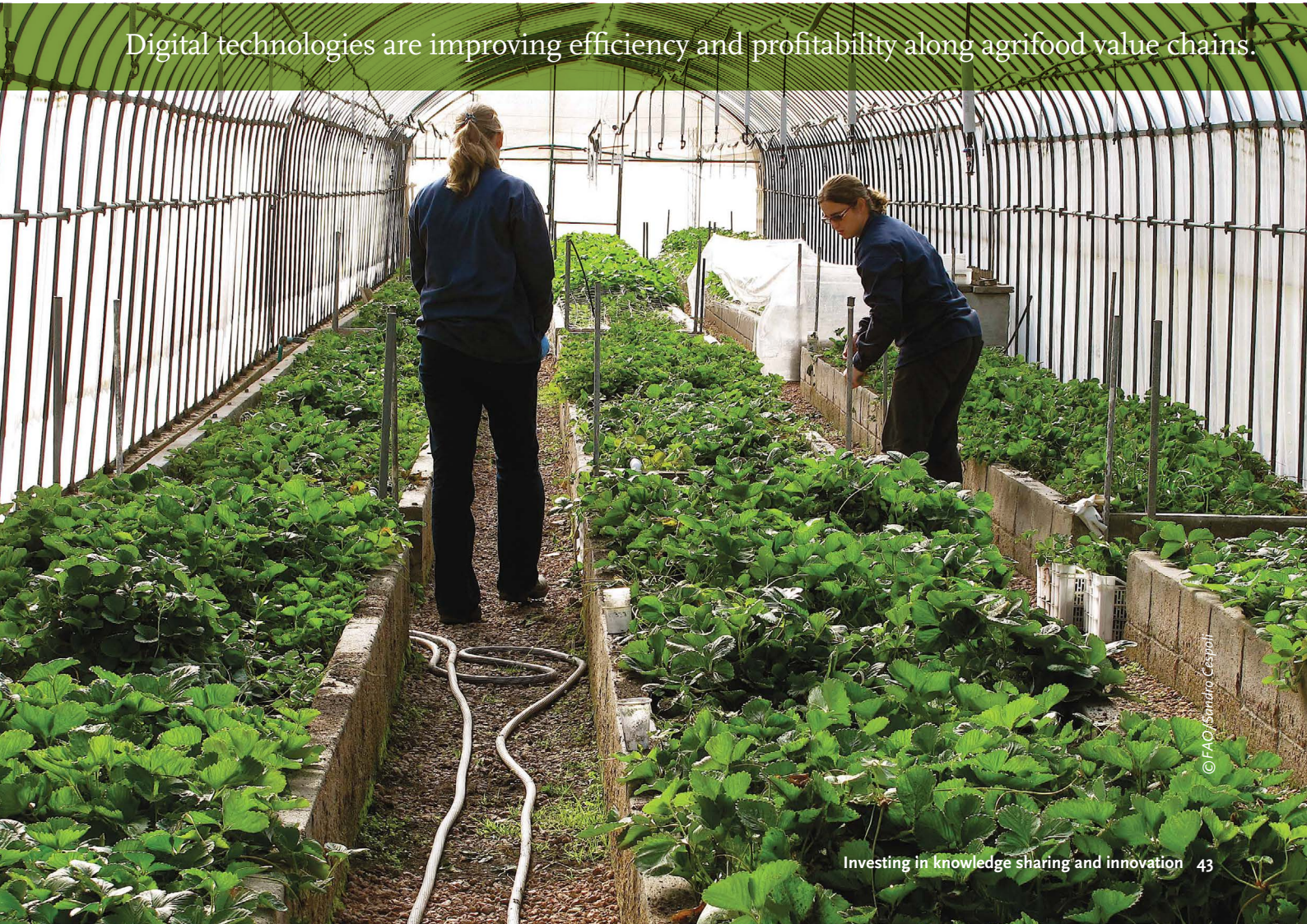
FAO's technical assessment allowed Uruguay's Ministry of Livestock, Agriculture and Fishery to allocate a subcomponent of an IDB-funded rural development programme to promote investments in digital agriculture.

The IDB is keen to continue this line of work with FAO in Honduras. There, the team is facilitating supply and demand by identifying national and international service providers and bringing them to the table with agricultural institutions and other private sector actors to discuss investment opportunities for digital agriculture. In doing so, they are looking at the social, economic, environmental and institutional impact different ICTs would have on Honduras' agriculture sector.



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Responsible investing looks to make agrifood systems greener and more inclusive.

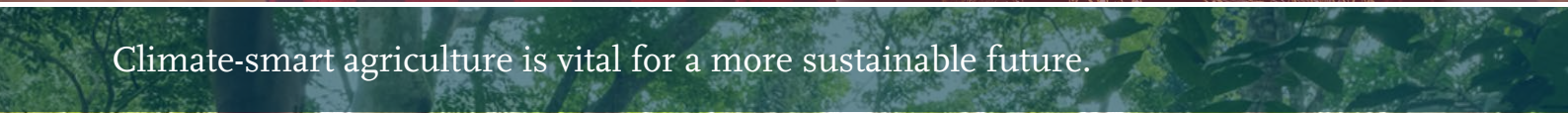


©FAO/Sandro Caspoli

Digital technologies are improving efficiency and profitability along agrifood value chains.



Digital apps provide greater transparency within the dairy sector.



Climate-smart agriculture is vital for a more sustainable future.



Future perspectives

Looking to 2019 and beyond, the Investment Centre has identified promising opportunities for investment support and continues to stay abreast of the latest innovations and trends in a constantly evolving and challenging investment landscape.

Four areas that stand out are agrifood's digital transformation, the private investment portfolio, green investment and knowledge and innovation for investment.

Carving out a niche in digital agriculture

Building on a stocktaking exercise on digital technologies in agriculture (see box on page 41), the Investment Centre is now sharing this knowledge with governments and partners, including farmers' organizations and private sector actors. We aim to help them identify the right policies, regulations, incentives and capacity development requirements to reduce risks around data ownership and private sector use, and to enable farmers and small-scale producers to make better decisions. We will develop digital agricultural profiles with the World Bank, the International Center for Tropical Agriculture (CIAT) and the EBRD, initially in Argentina, Grenada, Kenya, Turkey and Viet Nam. This work, the first of its kind, will assess countries' preparedness for digital transformation and help guide public and private interventions using digital technologies for food system development. This will provide the basis for effective solutions for member countries to invest in digital agriculture.

Greater support for responsible and sustainable private investment

Through an FAO-wide effort to promote responsible and sustainable private investment, the Investment Centre will consolidate and expand its capacity to help developing countries tap into the wealth of private finance and de-risk operations. The Investment Centre will continue to foster public-private policy dialogue and develop the capacity of private actors, beyond the work currently carried out under the AgrInvest and AgrIntel initiatives (see page 20). The aim is to help countries create conducive regulatory and institutional conditions for more and better private investment. Expansion will target new regions, namely Africa, Asia and Latin America, and new IFI partners that have a private sector arm, as well as national development finance institutions and impact investors.

We will increase our support to private agrifood investments that are economically, socially and environmentally sustainable and aligned to the SDGs.

Developing a knowledge and innovation for investment programme

Together with its partners, FAO will strive to enhance the knowledge and innovation focus of investment solutions proposed at country level. Consolidating and systematically sharing knowledge on investment topics ensures that we deliver professional quality services to governments and partners. This helps them to effect positive change and make better, more informed investment decisions. The Investment Centre plans to boost its existing portfolio of sector and policy studies and technical toolkits in collaboration with other FAO divisions and partners, including IFIs and research centres.

Toward more 'green' investment

Through its Investment Centre, FAO will continue helping countries access the resources available for large-scale projects that address poverty and hunger challenges linked to climate change. We aim to consolidate and further expand our support in formulating funding proposals for submission to the GCF with a view to bringing our added value to the design process. We also plan to further develop key climate assessment tools and mainstream their use in projects, such as enhancing the FAO EX-ACT carbon balancing tool and the Global Livestock Environmental Assessment Model (GLEAM).

Annex 1

List of IFI-approved projects financed in 2018

Sub-Saharan Africa Region (SSA)

Date approved	Country	Project title	Financing institution	Total investment (USD million)
17.01.18	Senegal	Strengthening Rural Women's Livelihood for Development	GAFSP	2.48
28.02.18	Mali	Mali Livestock Development Support Project	World Bank	78.4
28.03.18	Côte d'Ivoire	Land Policy Improvement Project	World Bank	54
10.04.18	Côte d'Ivoire	Cocoa and Cashew Competitiveness Project	World Bank	285.25
11.04.18	Burundi	Landscape Restoration Project	World Bank	30
16.04.18	Guinea	<i>Agriculture familiale, résilience et marché en haute et moyenne guinée, AgriFaRM</i>	IFAD	100
17.04.18	Mali	<i>Projet INCLUSIF</i>	IFAD	95.15
29.04.18	Gabon	<i>Projet développement agricole et rural (PDAR)</i>	IFAD	20.93
30.04.18	Chad	Climate Resilient Agriculture	World Bank	44.6
05.05.18	Central African Republic	<i>Projet de relance des cultures vivrières et du petit élevage dans les savanes (PREPAS)</i>	IFAD	29.04
29.05.18	Angola	Commercial Agriculture Development Project	World Bank	230
29.06.18	Mozambique	Smallholder Irrigated Agriculture and Market Access Project	World Bank	57
05.07.18	Mali	<i>Projet de développement des zones semi-arides (PDAZAM)</i>	World Bank	64.5
13.09.18	Benin	<i>Projet d'appui au développement des filières agricoles (PADFA)</i>	IFAD	104.4
13.09.18	Chad	<i>Renforcement de la productivité des exploitations agropastorales familiales et résilience (RePER)</i>	IFAD	95.5
04.12.18	Mozambique	Land Administration Project	World Bank	100
18.12.18	Angola	Agricultural Productivity Programme for Southern Africa: Angola	World Bank	50
22.12.18	Cape Verde	Promotion of Rural Socio-Economic Opportunities (POSER) - Additional Financing	IFAD	6.30
18	SUB-TOTAL SSA			USD 1 447.55

Asia and the Pacific Region (AP)

Date approved	Country	Project title	Financing institution	Total investment (USD million)
17.01.18	Bangladesh	Increasing Access to Finance for Farmers' Organizations in Bangladesh (IAFFO-B)	GAFSP	2.48
27.02.18	India	Maharashtra Project for Climate Resilient Agriculture	World Bank	600
29.03.18	Nepal	Modernization of the Nepal Rani Jamara Kulariya Irrigation Project, Phase 2	World Bank	72
17.04.18	China	Poverty Reduction through Agri-business Development (PRAD) in Shaanxi Province	IFAD	256.7
18.04.18	Bangladesh	Smallholder Agricultural Competitiveness Project (SACP) design	IFAD	111
28.04.18	Laos	Lao Agricultural Competitiveness Project	World Bank	29.3
05.06.18	India	National Ground Water Improvement and Management Programme	World Bank	950
06.06.18	China	Zhejiang Qiandao Lake and Xin'an River Basin Water Resources and Ecological Environment Protection Project	World Bank	293.46
22.06.18	China	Guangxi Poverty Reduction Project	World Bank	400
18.07.18	Indonesia	One Map Work Programme Technical Assistance and Project Preparation Mission	World Bank	240
13.09.18	China	FAO/IFAD: Poverty Reduction through Agri-business Development in Sichuan and Ningxia Provinces (PRAD)	IFAD	183.54
28.09.18	Afghanistan	Women's Economic Empowerment Rural Development Project (WEE-RDP)	World Bank	100
05.10.18	Bangladesh	Bangladesh: Sustainable Economic Growth from Coastal and Marine Fisheries and Aqua/Mariculture	World Bank	281.6

05.10.18	Bangladesh	Bangladesh Sustainable Forests and Livelihoods	World Bank	178.9
23.10.18	India	Andhra Pradesh Integrated Irrigation and Agriculture Transformation Project (APIIATP)	World Bank	248.8
06.12.18	Bangladesh	Livestock and Dairy Development Project	World Bank	578.66
16	SUB-TOTAL AP			USD 4 526.44

Europe & Central Asia Region (ECA)

Date approved	Country	Project title	Financing institution	Total investment (USD million)
01.01.18	Azerbaijan, Republic of	Livestock Productivity and Marketing Improvement Programme (LPMIP)	IFAD	32.5
01.01.18	Kyrgyz Republic	Green Climate Fund Project Formulation, Readiness and Start-up Support (SET NRM) TCP/KYR/3606	FAO	0.36
30.01.18	Uzbekistan	Horticulture Development Project	World Bank	637.44
12.03.18	Belarus	Forestry Development Project - Additional Financing	World Bank	14.4
03.10.18	Ukraine	Training of Grain Farmers in Ukraine	EBRD	40.52
18.12.18	Kosovo	Real Estate Cadastre and Geospatial Infrastructure Project (REGIP)	World Bank	16.00
6	SUB-TOTAL ECA			USD 741.22

Near East and North Africa Region (NENA)

Date approved	Country	Project title	Financing institution	Total investment (USD million)
29.05.18	Tunisia	Irrigated Agriculture Intensification Project	World Bank	170.5
1	SUB-TOTAL NENA			USD 170.5

Latin America and the Caribbean region (LAC)

Date approved	Country	Project title	Financing institution	Total investment (USD million)
27.02.18	Paraguay	Poverty, Reforestation, Energy and Climate Change (PROEZA)	GCF	90.3
01.03.18	Haiti	Resilient Productive Landscapes Project (RPL)	World Bank	26.21
15.03.18	Nicaragua	Property Rights Strengthening Project (PRODEP III)	World Bank	50
13.04.18	Dominica	Agriculture Resilience and Livelihoods Enhancement Project (ARLEP)	World Bank	29.5
15.04.18	Belize	Promoting Smallholder Livelihoods and Climate Resilience	IFAD	20
13.12.18	Dominican Republic	Resilient Agriculture and Integrated Natural Resources Management Project	World Bank	80
6	SUB-TOTAL LAC			USD 296.01

Approved projects in 2018 → **47** projects → **USD 7 182** million in total investment

Since the Investment Centre began in 1964 → **2 226** projects → **USD 133 805** million in total investment

Annex 2

List of policy support and analytical studies in 2018

Contribution to agricultural strategies: 17	Main partners
Sub-Saharan Africa Region (SSA)	
AgrInvest: Enabling Sustainable Private Investment in Agri-food Systems (Burkina Faso, Egypt)	FAO-AfDB
Advisory Services for Formulation of National Agriculture Strategy (Comoros)	FAO-World Bank
Agri-Food System Strategy (Mozambique)	FAO-World Bank
Formulation of National Agriculture Investment Plan (NAIP) (Mozambique)	FAO-World Bank
Formulation of National Agriculture Investment Plan (NAIP) (Togo)	FAO (TCP)
Formulation of National Agriculture Investment Plan (NAIP) (Lesotho)	FAO (TCP)
Irrigation Study (Madagascar)	FAO-World Bank
<i>Appui à l'élaboration du Programme d'options stratégiques et d'une note conceptuelle pour un projet d'appui aux jeunes ruraux</i> (Senegal)	FAO-IFAD
Strategic Plan for Agricultural Transformation (PSTA 4) (Rwanda) (2018-2024)	FAO-European Union
Asia and the Pacific Region (AP)	
Cambodia Agriculture Sector Strategy	FAO-World Bank
Europe and Central Asia Region (ECA)	
Agriculture Sector Engagement (Romania)	FAO-World Bank
Support to the preparation of EBRD Agribusiness Strategy	FAO-EBRD
Near East and North Africa Region (NENA)	
Technical Assistance to the Adaptation of African Agriculture (AAA) Initiative (Morocco)	FAO-World Bank
Food and Nutrition Security Impact, Resilience, Sustainability and Transformation (FIRST) (West Bank and Gaza Strip)	FAO
Latin America and the Caribbean Region (LAC)	
Agriculture Resilience and Livelihoods Enhancement Project (Dominica)	FAO-World Bank
<i>Fortalecimiento del Sistema Agroalimentario en México</i>	FAO-World Bank
Study on the State of Agriculture in the Caribbean (Phase I)	FAO-CDB
Contribution to sector studies: 54	
Sub-Saharan Africa Region (SSA)	
Agricultural Sector Public Expenditure Review (Kenya, Uganda)	FAO-World Bank
Land Sector Review (Democratic Republic of the Congo)	FAO-World Bank
Roadmap for Resilience and Growth of Somalia's Livestock Sector (Somalia)	FAO-World Bank
Smallholder Inclusion in Value Chains (Madagascar, Mozambique)	FAO-World Bank
Comparative Analysis of Carbon Accounting Tools for Sustainable Land Management	FAO-World Bank
The South West Indian Ocean Fisheries Governance and Shared Growth Programme (SWIOFish)	FAO-World Bank
Irrigation Development Support Project (IDSP) (Zambia)	FAO-World Bank
<i>Projet pour l'Agriculture familiale, résilience et marché en haute et moyenne Guinée</i> (AgriFARM-HMG)	FAO-IFAD
Lake Victoria Environmental Management Project, Phase 3 (LVEMP3)	FAO-World Bank
Asia and the Pacific Region (AP)	
Forest and Fisheries: Assessment of Myanmar's Inland Fisheries and Aquaculture Sectors	FAO-World Bank
Sustainable Coastal and Marine Fisheries Project; Preparation of Grant Manual for Seafood Value Chain Conditional Matching Grant Mechanism (Bangladesh)	FAO-World Bank
Investigating Nutrition and WASH in Bangladesh	FAO-World Bank
Land Governance in Support of the Global Geospatial Project (Viet Nam)	FAO-World Bank
Agricultural Transformation and Inclusive Growth: The Malaysian Experience	FAO-World Bank
Bhutan Agriculture Sector Review	FAO-World Bank
Europe and Central Asia Region (ECA)	
Integrated Land Management and Geospatial Infrastructure (Albania)	FAO-World Bank
Forest Sector Note (Croatia)	FAO-World Bank
Caucasus Digital Agriculture and Mechanization in the Climate Change Context	FAO-World Bank
Support to Irrigation Modernization in Central Asia	FAO-World Bank
Capacity Building for Reforms in Forest (Georgia)	FAO-World Bank

	<i>Main partners</i>
Support to Livestock Breeding Development Programme (Kazakhstan)	FAO-World Bank
Options for Agribusiness Value-Chain Development (Kyrgyz Republic)	FAO-World Bank
Leveraging Producer Organizations to Improve the Efficiency of Agri-Food Value Chains (Turkey)	FAO-World Bank
National Forest Inventory (Turkey)	FAO-World Bank
Review of the Azerbaijan Cotton Sector	FAO-EBRD
Review of the Turkish Sugar Sector	FAO-EBRD
Strengthening the Grain Association and Export Activities in Serbia	FAO-EBRD
Supporting the Development of the Ukrainian Agricultural Cooperatives	FAO-EBRD
Improving Ukrainian Agribusinesses' Access to Export Markets	FAO-EBRD
Agricultural Sector Risk Assessment (Azerbaijan)	FAO (TCP)
Integrated Land Administration System (ILAS) - Additional Financing (Croatia)	FAO-World Bank
Supporting an Inclusive Dairy Value Chain Development in Kazakhstan	FAO-EBRD
Improving High Value Trade Opportunities for the Horticultural Sectors in Georgia, Moldova, Tajikistan and Uzbekistan	FAO-EBRD
Quality Standards and Labels for Development of Sustainable Retail (Global)	FAO-EBRD
Serbia Grain Sector Review	FAO-EBRD
Food Waste in the Supply and Retail Food Industry (Global)	FAO-EBRD
Accelerating Adoption of Climate Technologies in Kyrgyz Republic's Agri-food Sector	FAO-EBRD
Accelerating Adoption of Climate Technologies in Kazakhstan's Agri-food Sector	FAO-EBRD
TCP/KYR/3606: Green Climate Fund Project Formulation, Readiness and Start-up Support (SET/NRM) (Kyrgyz Republic)	FAO (TCP)
Near East and North Africa Region (NENA)	
Nationally Determined Contribution (NDC) Support on the Groundwater, Energy and Food Security Nexus (Morocco)	FAO-World Bank
Review of the Egyptian Sugar Sector	FAO-EBRD
Promotion of Agricultural Livelihoods and Employment through Investments in Land Reclamation and Water OSRO/LEB/602/NET (Lebanon)	FAO (TF)
Support to the AAA Initiative (Morocco)	FAO-World Bank
Study on Consumption and Commercialization of Olive Oil in Morocco	FAO-EBRD
Latin America and the Caribbean Region (LAC)	
Support to the Preparation of the Climate and Economic Resilience of Small Farmers Project (PROCER) (Paraguay)	FAO-World Bank
<i>Tecnologías de Información y Comunicación (TICs) en la Agricultura Familiar</i> (Uruguay)	FAO-World Bank
Technical Support for development of a new irrigation scheme under PPP in Argentina	FAO-World Bank
<i>Programa de Desarrollo Agroforestal Cooperativo (PRODECAFE)</i> (Cuba)	FAO-IFAD
Agriculture Resilience and Livelihoods Enhancement Project (ARLEP) (Dominica)	FAO-World Bank
<i>Agricultura Resiliente y Gestión Sostenible de los Recursos Naturales en las cuencas de Yaque Norte</i> (Dominican Republic)	FAO-World Bank
<i>Programa de Inversión Forestal - Asistencia Técnica para Evaluación de Impacto - Apoyo para Desarrollo</i> (Guatemala)	FAO-IDB
GCP/SLM/003/BCIE <i>Asistencia Técnica (AT) para Resiliencia al cambio climático para el Corredor Seco</i> (NIC) (Nicaragua)	FAO-CABEI
GCP/SLM/003/BCIE <i>Asistencia técnica a la formulación del proyecto de Cambio Climático ante el Fondo Verde para el Clima (FVC)</i> (Nicaragua)	FAO
Multi-purpose Cadastre Project (Colombia)	FAO-World Bank
Contribution to policy studies: 19	
Sub-Saharan Africa Region (SSA)	
Central African Economic and Monetary Community (CEMAC) Agricultural Trade Advisory Services and Analytics (ASA) Study	FAO-World Bank
Support to Burkina Faso Land Policy Advisory Services Analytics (ASA)	FAO-World Bank
Unlocking Diversification to Unleash Agriculture Growth (Guinea-Bissau)	FAO-World Bank
Strategic Opportunities Programme (COSOP, Rwanda)	FAO-IFAD
Livestock Sector Investment and Policy Toolkit Training	FAO
Asia and the Pacific Region (AP)	
Assessment on Policy and Institutional Options to Enhance Water Use Efficiency in the Irrigation Sector, Viet Nam.	FAO-World Bank
Influencing Blue Economy Investments in Viet Nam, Sustainable and Resilient Fisheries	FAO-World Bank

Annex 2

List of policy support activities carried out in 2018

Contribution to policy studies: 19	Main partners
Europe and Central Asia Region (ECA)	
Development of Green Climate Fund Concept Note (Armenia/Georgia)	FAO
Assistance in Green Climate Fund - Forest Resilience of Armenia	FAO (TCP)
De-risking Investment in Agriculture Project (Ukraine)	FAO-World Bank
Agricultural Competitiveness in the Western Balkans	FAO-World Bank
Land Sector Advisory Services and Analytics (ASA) (Turkey)	FAO-World Bank
Development of Self-Regulatory Organizations in the Ukrainian Agribusiness Sector	FAO-EBRD
Near East and North Africa Region (NENA)	
Climate-Smart Agriculture (Morocco)	FAO-World Bank
Famine Response in Djibouti and Yemen	FAO-World Bank
Morocco Programmatic Approach Advisory Services and Analytics (ASA)	FAO-World Bank
Agriculture Reform and Competitiveness Programme (ARC) (Iraq)	FAO-World Bank
Latin America and the Caribbean Region (LAC)	
Support to CDB Agriculture Strategy Development in the Caribbean	FAO-CDB
National Strategy on Food Loss and Waste (Mexico)	FAO-World Bank
Contribution to public-private dialogue processes: 11	
Strengthening the Knowledge and Operational Base for Urban Food Interventions Toolkit	World Bank
Strategic Alliance for Ending Hunger and Malnutrition and Creating Wealth and Prosperity in Africa	FAO
Global Forum on Responsible Private Sector Investments in Food and Agriculture in Morocco	FAO-EBRD
Participation in the African Development Bank's African Investment Forum and launching of TCP/RAF/3610	FAO
<i>Projet d'appui à l'agriculture sensible aux risques climatiques (PASEC) (Niger)</i>	FAO-TF
Launch events for the Somalia Country Economic Memorandum: Rebuilding Resilient and Sustainable Agriculture (Somalia, Nairobi, Rome)	FAO-World Bank
Technical support for development of a new irrigation scheme under PPP in Argentina	FAO-World Bank
Conference on developing origin-based food quality labels in Turkey's Bursa region	FAO-EBRD
Forum of grain processors in Ukraine	FAO-EBRD
Apple business of Ukraine	FAO-EBRD
Public-private meetings on olive oil quality assurance and labelling systems in Morocco	FAO-EBRD
Contribution to capacity development: 19	
Strengthening the capacity of monitoring and evaluation in World Bank-financed projects	FAO-World Bank
Conferences and trainings on table grapes in Moldova	FAO-EBRD
Conferences and trainings on table grapes in Georgia	FAO-EBRD
Conferences and trainings on table grapes in Tajikistan	FAO-EBRD
Caucasian Dairy Congress in Georgia	FAO-EBRD
Why Asia? Presentation on export opportunities in Asia for Ukraine horticultural sector in Hong Kong	FAO-EBRD
Million from a hectare, conference on high value-added agricultural products in Ukraine	FAO-EBRD
Egyptian delegation study tour to Spain focusing on grain imports	FAO-EBRD
Workshop on national food security, grain market data availability and quality in Egypt	FAO-EBRD
Workshop on enhancing the private sector understanding of phytosanitary issues in Egypt	FAO-EBRD
Study tour on best practices in farmer organizations and production methods in Bosnia and Herzegovina and Serbia	FAO-EBRD
National workshop on best practices and approaches for enhanced fruit and vegetable supply chain management in Montenegro	FAO-EBRD
Training on deficit irrigation in Tunisia	FAO-EBRD
Training sessions on olive mill management, olive oil tasting and olive pruning techniques in Morocco	FAO-EBRD
Workshop on Xylella Fastidiosa in Morocco	FAO-EBRD
Field training on GI certifications in Georgia	FAO-EBRD
National ho.re.ca. workshop: Linking small-scale food producers to hotels and restaurants (Montenegro)	FAO-EBRD
Training on irrigation in Bolivia under the <i>Proyecto de Alianzas Rurales</i> , Phase II (PAR II)	FAO-World Bank
Training on RuralInvest (Bangkok, Niger)	FAO

“The Investment Centre’s work cuts across all strategic objectives, and its global footprint, specialist expert resources and large portfolio of investment operations for international institutions provide important entry points for demonstrating FAO’s expertise and strategic approaches.”

Source: Synthesis of findings and lessons learnt from the Strategic Objectives Evaluations (FAO Office of Evaluation, February 2019)

