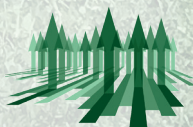


Towards RAI Principles: Four case studies to apply them

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The Principles for Responsible Investment in Agriculture and Food Systems (RAI) approved by the Committee on World Food Security (CFS) in October 2014, aim to contribute to food security and nutrition and to the improvement of sustainable livelihoods for small producers, with a comprehensive, responsible and respect for the environment approach, thus, supporting the progressive realization of the right to adequate food in the context of national food security.

With the aim of making known the RAI Principles, FAO commissioned **GESPLAN Research Group of the Technical University of Madrid (UPM)** to carry out workshops and conferences with different approaches: territorial research workshops in two selected disadvantaged communities in Latin America and conferences for dialogue, reflection and discussion with business leaders, academics and civil society actors linked to agro-food systems in Spain.

Territorial Research Workshops in Latin America

Given the experience of GESPLAN Group in Latin America and in order to give continuity to other rural development activities already being implemented, the workshops were held in San Joaquin (Province of Azuay, Ecuador) and Puno (Peru).

The **workshop in Ecuador** was held with the participation of Azuay province producers, members of the **Cooperative Prograserviv** which is located in San Joaquin. The Salesian University (UPS), with which GESPLAN Group has been collaborating since 2011 in various research and teaching projects, and that had already organized training activities to members of the cooperative, was also involved in the activity. The workshops were intended to enhance the training initiated at the time by the UPS, and are complemented through the contributions of farmers from **SAT Camposeven** which is located in the Region of Murcia (Spain). With the concurrence of organic fruit and vegetable producers from two different areas – province of Azuay in Ecuador and the Region of Murcia in Spain– the workshop was held with a meeting format in order for them to share experiences and took place during May 30th and 31st and June 1st, 2016.

The **workshops in Peru** were carried out through the **Aymara Women Coordinator (CMA)**, composed of around 400 families from the Puno province, and with whom GESPLAN Group has been conducting continuous work since 2008, through a development project in the textile and crafts sector for strengthening the entrepreneurial skills of the Aymara women. The workshops dealt with aspects related to achieving a nutritionally, balanced and appropriate diet for the Altiplano territories. For this, the workshops counted with nutrition experts from the **Universidad Católica Sedes Sapientiae (UCSS)** with whom Gesplan group has been collaborating since May 2015. The workshops took place in Juli and Huancane (Puno Province) on June 8th and 9th, 2016.

Conferences for dialogue, reflection and discussion in Spain

The sessions aimed to share the best practices that GESPLAN Group has developed in business environments incorporating other academic, business and civil society actors to enrich the conferences.

One of the places where FAO has identified advanced productive practices in food production, close relationship with academia, and some economic agents linked to **youth** employment and **women** empowerment is **Campo de Cartagena (Murcia)**. This context presents, in itself, a core worth conceptualizing and exporting, where appropriate, to other latitudes. A conference was held at the



headquarters of the [Universidad Católica de Murcia](#) on April 21st and 22nd of 2016, which was preceded by two thematic workshops on February 25th and 26th in San Pedro del Pinatar (Murcia), incorporating other actors who have shown their good work in relation to food systems.

At the [Plenary Conference held in Madrid](#) a set of good business practices that can be the backbone to carry out investment by companies abroad were shared. The Conference was held at the [School of Agricultural Engineering, Food and Biosystems of the UPM](#) on May 24th 2016. It was preceded by three thematic workshops with companies executives, cooperatives, associations and researchers within the agri-food sector who discussed three aspects contained in RAI Principles: governance of professional organizations, environmental sustainability and sustainability of food chains.

Conceptual Framework: Working With People Model

Territorial research workshops and the conference for dialogue, reflection and discussion were developed within the model called “Working With People” as a new approach of rural development projects to planning and sustainable management (Cazorla et al, 2013).

This WWP model is the result of 25 years of experience in international contexts, within the field of rural development project management. This model is understood as a practice that is developed in cooperation and seeks to connect [knowledge](#) and [action](#) through projects built in common that integrate and develop both learning and values of the people involved in the context of projects and joint work.

It was with the WWP approach that workshops and experience exchange with business people and selected rural communities were undertaken. It allowed FAO to have a “live” document on successful experiences and on the implementation of the RAI principles that resulted in technical and research reports.

This WWP conceptual framework is synthesized around three components (political-contextual, technical-entrepreneurial and ethical-social) that interact to be enhanced and strengthened through social learning processes and guide the implementation of the RAI Principles addressed, to promote responsible investment in agriculture and food systems.

The described activities provide material to share in the shape of four case studies:

- Vegetable producers in Azuay (Ecuador)
- Food Workshops for Aymara women in Puno (Peru)
- Experiences of Region of Murcia (Spain)
- Conference on good business practices in Madrid (Spain)

1st CASE

Vegetable producers in Azuay (Ecuador)

Prograserviv cooperative links small fruit, vegetable and aromatic plant farmers with a consumer market with the aim of contributing to the social and economic development of its members and the community. The cooperative buys the agricultural products from the members, transforms them at the collection center and sells them in its own stores and restaurants, conducting activities along the entire food chain: from production, processing and marketing to restaurant services. The cooperative is betting on organic and biodynamic production, as it is an alternative for land conservation and health care, and an opportunity to improve the income of its members.

At the Workshop held in May 2016, organized by GESPLAN Group and the UPS, experiences among Prograserviv Cooperative and Camposeven Cooperative producers from the Region of Murcia (Spain) were shared, and possible connections between the biodynamic organic production with the Andean culture were explored, as well as the growing demand for these products and their possibilities for better marketing.

SWOT MATRIX OF THE PROGRASERVIV COOPERATIVE

<p>STRENGTHS</p> <ul style="list-style-type: none"> ■ Producers are associated ■ Producers are trained ■ The cooperative has infrastructure ■ Short chain lowers costs ■ The cooperative has a supermarket chain to sell their products in Cuenca (Ecuador) ■ The cooperative has a restaurant in San Joaquin ■ Good organic farming techniques and good quality of products ■ Gran Sol brand recognition ■ Near the city of Cuenca ■ Variety of products ■ Adaptability to produce throughout the year 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> ■ High cost of organic products ■ Difficulty in obtaining certification ■ Competition with conventional agricultural products ■ Low technology in the collection center ■ Difficulty in ensuring product quality ■ Consumers lack of knowledge about the quality and properties of products ■ Difficult access to financing to undertake improvements
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> ■ The American community based in Cuenca represents a niche market ■ Representatives of the American community in Cuenca are willing to collaborate ■ Support and willingness to collaborate by SAT Camposeven (Spain) ■ Strategic alliance with UPS and UPM GESPLAN Group ■ Growing demand for organic crops ■ Andean tradition harmonizes with biodynamic production ■ Possibility of access to new technologies 	<p>THREATS</p> <ul style="list-style-type: none"> ■ Entry of new competitors ■ Changing consumer habits ■ Natural disasters ■ Very demanding audits ■ Possibility of new rules coming into force that have not been foreseen



COOPERATIVE PROGRASERVIV AND RAI PRINCIPLES

The workshop enabled to identify the way in which the practices that are being carried out in the cooperative are in line with the RAI Principles.

ACHIEVEMENTS	CHALLENGES
<i>Principle 1: Contribute to food security and nutrition</i>	
<ul style="list-style-type: none"> ■ The cooperative produces Andean traditional and culturally acceptable fruits and vegetables through ecological techniques ■ The gathering center, the supermarkets and the restaurant belonging to the cooperative are located in the same community. The short chain minimizes losses and waste of food ■ Producers are trained and have the needed competences 	<ul style="list-style-type: none"> ■ Producers are motivated and want to continue learning and improving their competences to produce organic – ecological products



Workshop participants PROGRASERVIV. San Joaquin (Ecuador), May 31 st , 2016

ACHIEVEMENTS	CHALLENGES
<i>Principle 2: Contribute to sustainable and inclusive economic development and the eradication of poverty</i>	
<ul style="list-style-type: none"> ■ Every worker employed in the different activities of the cooperative (production, gathering center supermarket and restaurant) is a partner. By operating in association the cooperative increases its competitiveness and ability to negotiate 	<ul style="list-style-type: none"> ■ The cooperative aims to occupy the market niche which represents the American Community in Cuenca as potential consumers ■ A better coordination and cooperation to enhance synergies is being promoted The workshop is an example of cooperation between different actors (university, civil society, public administration and producers) ■ Obtaining a warranty system to certify their products would increase competitiveness
<i>Principle 3: Foster gender equality and women’s empowerment</i>	
<ul style="list-style-type: none"> ■ Most of the partners in the cooperative and most of the members of the executive board are women 	<ul style="list-style-type: none"> ■ Women still don’t have the main leadership positions



Lunch at the Salesian Youth Home of Chaucha, Ecuador



ACHIEVEMENTS	CHALLENGES
<i>Principle 4: Engage and empower youth</i>	
	<ul style="list-style-type: none"> ■ To promote access to innovation and new technologies in combination with traditional knowledges, the cooperative cooperates with universities and other institutions
<i>Principle 5: Respect nature of land</i>	
<ul style="list-style-type: none"> ■ The practice of non-discriminative inheritance among Andean peasants means that men and women inherit the land in a similar way 	<ul style="list-style-type: none"> ■ The agricultural use of the land should prevail besides the pressure of urbanization
<i>Principle 6: Conserve and sustainably manage natural resources, increase resilience</i>	
<ul style="list-style-type: none"> ■ The cultural technique of crops in association takes advantage of the soil, nutrients, sunlight, and air space 	<ul style="list-style-type: none"> ■ Regulations for a better nonpolluting management of cattle farms should be promoted
<i>Principle 7. Respect natural heritage and traditional knowledge and support diversity and innovation</i>	
<ul style="list-style-type: none"> ■ The cultural technique of crops in association is an innovative technique that comes from the Andean tradition and has been adapted to meet new market demands 	<ul style="list-style-type: none"> ■ Traditional medicine knowledges based on food products should be valued ■ The cooperative wants to implement new production technologies and is planning to put into practice experimental fields ■ The cooperative wants to implement new marketing techniques such as internet sales
<i>Principle 8: Promote safe and healthy agriculture and food systems</i>	
<ul style="list-style-type: none"> ■ Agroecology and organic and biodynamic agriculture are an integrated means of care for the environment and plant health 	<ul style="list-style-type: none"> ■ The cooperative plans to improve consumer information with a labeling system that includes product characteristics and properties of the foods marketed by them

INTEGRATED CROP MANAGEMENT IN 'ASOCIO': EXPERIENCE OF PRODUCERS IN AZUAY

'Asocio' cropping is a traditional Andean technique that contributes to conserve and sustainably manage natural resources by supporting diversity and increasing resilience

'Asocio' cropping is an associated and well performed plantation of different crops, which can be vegetables, legumes, aromatic plants, fruit trees, etc., with the aim of optimizing the soil, helping each other in nutrient uptake, pest control, pollination and other factors that improve agricultural productivity.

Advantages of 'Asocio' cropping

- Better use of soil and its nutrients
- Better yields per unit area
- Sunlight and aerial environment use optimization
- Lower incidence of pests and increase of plant health
- Best land use prevents unwanted plants spread

Problems mainly occur at the time of harvesting, and other specific tasks of one of the associated crops that may involve harming another crop. The lack of experience in the association of crops, competition between plants and potential diseases that attack several crops are other potential problems.



Organic crop association. Azuay (Ecuador)

Based on the experience of the producers of Azuay, some lessons can be extracted:

- A tuber along with a vegetable which grows superficially and whose roots grow shallow, do not compete to absorb nutrients from the soil.
- For better air use it is possible to use a vegetable that grows vertically along with others that grow horizontally, or a vertical crop –supporting a vine such as the 'frejol' bean– with another that grows horizontally.
- Aromatic plants such as mint, basil, thyme, and lemon verbena, between vegetables act as pest repellents.
 - garlic with rose tree and raspberries repels aphid
 - rosemary repels weevil beans and carrot fly
 - wormwood repels moths, carrot fly and cabbage white butterfly
 - watercress protects the apple tree and rose tree from aphid
 - onions protect carrot from carrot fly and rabbits
 - intercropping of maize and 'poroto' beans increases the amount of beneficial insects
 - mint repels aphids and other harmful insects and, if it is planted on the edges of the garden, slows down the entry of ants

2nd CASE

Food Workshops for Aymara Women in Puno (Peru)

The Aymara Women Coordinator is a women's organization that seeks to get training and integral development, thus, they propose alternatives for sustainable development to move forward together through their work with textile crafts through environmentally friendly practices and marketing worldwide.

Because of the initiative of the CMA women, a new project that connects the nutritional needs of their families with the products of the area and the need to have a balanced food diet was launched.

In Peru, anemia in under five children is a public health problem. In the Region of Puno its prevalence almost doubles the national average, with 61.8 percent of children with anemia.

In addition, the population group to which the families that are part of the CMA belong to, (which corresponds to the Poverty Quintile II) has a poor, little diverse and unbalanced diet: it is based primarily on tubers, legumes and cereals; consumption of fruits, vegetables and meats is insufficient and average around two-thirds of domestic consumption; consumption of meat and fish is very low and it is around half the national average consumption.

In response to the identified needs, a food workshop to strengthen the skills of women –major decision makers in terms of purchase, preparation and distribution of food in families– was carried out. The workshop sought to improve their knowledge, attitudes and practices in child nutrition and in feeding the whole family, promoting a balanced diet that includes all food groups, with special emphasis on those who are part of their cultural heritage, highlighting their nutritional content.



Workshop in Huancané, June 9 th , 2016

DEVELOPMENT OF WORKSHOPS

Two workshops were held in the towns of Juli and Huancané. A total of 58 women of the Aymara's community attended. The workshops were taught by two nutritionists and a chef, professors at the Catholic University Sedes Sapientiae, with the support of researchers of GESPLAN Group.

By using dynamic and demonstrative techniques, the contents of the workshop were designed to transmit three main ideas: the prevention of anemia, a balanced diet and the promotion of traditional and local food with high nutritional value.

To leave in the memory of each participant a truly and useful Nutritional and Cognitive Traditional Gastronomy, different recipes were elaborated during the workshop with the help of the participant women. Recipes are addressed to babies, children and pregnant women, taking into account the following factors:

- The ingredients are local products
- Leftovers can be reutilized
- Every recipe includes ingredients belonging to all groups of food and performing the functions of providing energy, body-building and regulatory foods
- Recipes also provide essential micro-nutrients, particularly iron
- They are practical and quick recipes that can be prepared easily and stored for a few days
- The ingredients used are cheap, accessible and available in local markets
- The recipes have pleasant taste and suitable consistency to be accepted by children



Testing recipes. Workshop in Huancané, June 9 th , 2016

FOOD USE: THE FOURTH DIMENSION OF FOOD SECURITY

Contribute to food security and nutrition is the first of RAI principles. It is also the general objective to which the remaining nine have to contribute.

Food security concept identifies four main dimensions: availability, access, stability and utilization.

The activity carried out in the workshops in Puno is framed in the fourth dimension: the utilization of foods understood as the way the body makes the most of various nutrients in the food. Sufficient energy and nutrient intake by individuals is the result of good care and feeding practices, food preparation, diversity of the diet and intra-household distribution of food.

The workshops can have a positive impact in the first RAI principle as they consider some of the measures proposed in the FSC document of the principles that encourages “food utilization through [...] childcare, healthcare, and access to education, including on how to prepare, provide, and maintain safe and nutritious food”.



FOOD WORKSHOPS AND RAI PRINCIPLES

Because it addresses the empowerment of women to foster their leadership and proactivity and because it aims at the promotion of safe and nutritional products that meet the needs and are culturally acceptable, the activity carried out does not only address the implementation of the first RAI principle but also the third and eight principles.

MEASUREMENTS	ACTION
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Principle 1: Contribute to food security and nutrition

Childcare, healthcare, and access to education	Workshops are specifically aimed to promote a better nutrition among under five children
Prepare, provide, and maintain safe and nutritious food	Workshops include a module on how to prepare nutritious recipes

Principle 3: Foster gender equality and women's empowerment

Adopting innovative and/or proactive approaches, measures, and processes to enhance women's leadership role	The workshops are aimed at women, to train them and increase their knowledge on food so that they can share with other women in their community
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Principle 8: Promote safe and healthy agriculture and food systems

Promoting the safety, quality, and nutritional value of food and agricultural products	The ingredients used in the recipes shared during the workshops have been selected for their nutritional value and their contribution to a more balanced diet
Enhancing awareness, knowledge, and communication, related to evidence-based information on food quality, safety, nutrition, and public health issues	The workshops included theoretical lessons to raise awareness, inform and educate about the prevention of childhood anemia as well as the importance of having a balanced diet in all its components
Enabling consumer choice by promoting the availability of and access to food that is safe, nutritious, diverse and culturally acceptable	The recipes encourage the use of innocuous, nutritious and culturally acceptable foods such as quinoa, oca or blood among others

RESEARCH ACTIVITIES FOR FURTHER PROGRESS

The FSC document of the RAI principles states that “the principles should be promoted, supported and utilized by all stakeholders according to their respective individual or collective needs, mandates, abilities, and relevant national contexts”, and includes a section on the roles and responsibilities of stakeholders.

FSC encourages research organizations, universities and academia, to facilitate knowledge exchange, and skills development, and address the innovation needed to increase smallholders’ contributions to food security and nutrition.

In response to that call GESPLAN and UCSS have organized the food workshops and other activities are planned to further progress in the implementation of RAI principles.

1. **Publication of a research paper** on the efficacy of the methodology used in the demonstrative sessions to improve theoretical and practice knowledges about the prevention of anemia in women.
2. **Collection of traditional recipes** with the help of the Aymara women of CMA.
3. **Development of a folk tale** to contribute to the dissemination of the RAI principles and awareness in children about the importance of good nutrition. A story based on the traditions of the Aymara community and at the same time mixed with topics on food, nutrition, hygiene, sanitation, and promotion of local foods.
4. **Other complementary workshops.** The workshops on balanced diet and promotion of local products are the first of a series of educational modules in food and nutrition whose realization is planned accordingly to the demand of the Aymara women, and where issues of nutritional needs will be addressed, revaluing food of the region, nutrition labeling, nutrition and health, and family food security.



Workshop in Juli, June 8 th , 2016



3rd CASE

Experience in the Region of Murcia (Spain)

In order to share experiences and reflect on the roles and responsibilities that those stakeholders more involved can play to implement the RAI principles conferences attended by academics and researchers, agricultural entrepreneurs, farmers and workers' organizations were held in Murcia.

RELEVANCE OF THE SELECTED EXPERIENCES

MISSION	ROLE IN THE FOOD SYSTEMS
Camposeven	
Promote people's health developing organic production lines by using sustainable techniques	Production and marketing of vegetables. Effect on the dimensions of food security availability and stability
Interempleo	
Make enterprises flexible and adapt market opportunities to people	Effect on the creation of decent employment for food systems workers and promotion of participation and social inclusion
Villademar Residence	
Elderly people's health and social care paying particular attention to food management aiming to combine psychological and scientific factors	Effect on the scope of food security. Effect on the promotion of employment in rural areas
Agrifood Platform	
Contribute to disseminating the culture of Technological Innovation, Information Society and Knowledge in the agrifood business	Performs an intermediation role between agrifood businesses and the university to respond to the needs and opportunities identified
Biocampo	
Disseminate the knowledge and implementation of organic production systems. Actions in the field of agro-ecological production	Organic farming of outdoor and greenhouse vegetables. Pioneers in ecological production in the 80s in Campo de Cartagena

TOWARDS RAI PRINCIPLES: FOUR CASE STUDIES TO APPLY THEM

MISSION	ROLE IN THE FOOD SYSTEMS
SAT San Cayetano	
Production of horticultural crops for food security	Small producer organization to advise and strengthen the capacity to invest
CALICHE Group	
Bring closer food products from the production point to the consumption point to minimize the impact on the environment	Logistics company specialized in the storage and transportation of fresh product. Effect on the access to Food Security
UCAM Research Group	
Sustainable strategies development to ensure crop sustainability	Research organization for the development of alternative systems in order to avoid the adverse effects of agricultural practices that imply a risk to health and environment
RETHINK Project	
Explore how to develop urban-rural relations to increase resilience and prosperity in rural areas	Research to overcome the difficulties of farmers, reduce their vulnerability and increase their investment capacity

The Principles illustrate the integrated multi-faceted nature of food security and nutrition. The Principles are complementary but not every Principle may be relevant for every investment. Depending on the specific context and on the stakeholders involved in the agriculture and food systems, some of them are relevant while others may be not. The actions should be determined by each stakeholder in line with their roles and responsibilities. In Murcia Region four principles are particularly important: Principles 3 and 4 aimed to empower youth and women; and Principles 7 and 8 aimed to foster innovation in innocuous and safe agriculture and food systems, respecting traditional knowledge and supporting diversity and innovation.



PRINCIPLES 3 AND 4: IMPLEMENTED MEASURES

Principle 3: Foster gender equality and women's empowerment

Principle 4: Engage and empower youth

Camposeven

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| <ul style="list-style-type: none"> ■ Women's participation in the Association starts and comes together with decision-making and leadership positions by women ■ Salaries depend on the characteristics of the work and gender discrimination does not exist | <ul style="list-style-type: none"> ■ The new technical and modern agriculture increases the access to business opportunities for young people with higher education ■ Camposeven works as a living laboratory and hosts young researchers promoting development and access to innovation and new technologies, combined with traditional knowledge, to attract and enable youth to be drivers of improvement in agriculture and food systems |
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Interempleo

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| <ul style="list-style-type: none"> ■ Salaries depend on the characteristics of the work and no gender or age discrimination exists ■ The employment policy acknowledges the needs and constraints of each employee | <ul style="list-style-type: none"> ■ By applying the so called flexigurity model, Interempleo provides training for a decent work |
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Villademar Residence

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|---|---|
| <ul style="list-style-type: none"> ■ The employment policy acknowledges the needs and constraints of each employee ■ All the intermediate bosses are women so the empowerment of women in responsibility positions is envisaged | <ul style="list-style-type: none"> ■ The care of the elderly is a growing sector in rural areas and the projection for youth employment as well as empowerment of young people in this field is a fact |
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Working session. San Pedro de Pinatar. February 26 th , 2016

PRINCIPLES 7 AND 8: IMPLEMENTED MEASURES

Principle 7: Respect cultural heritage and traditional knowledge and support diversity and innovation

Principle 8: Promote safe and healthy agriculture and food systems

Agrifood Platform

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| <ul style="list-style-type: none"> ■ Promotes the application and utilization of locally innovating technologies and practices ■ Promotes research and development ■ Acknowledges the contribution of farmers to investigation | <ul style="list-style-type: none"> ■ Enhances awareness, knowledge, and communication, related to evidence-based information on food quality, safety, nutrition, and public health issues |
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Biocampo

- | | |
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| <ul style="list-style-type: none"> ■ Respects cultural heritage sites and systems, including traditional knowledge, skills, and practices ■ Through the development of biodynamic agriculture acknowledges the role of local communities in agriculture and local communities ■ Implements innovative practices in the biological control of plagues ■ Understands the certification of production as an innovation | <ul style="list-style-type: none"> ■ Promotes the safety, quality, and nutritional value of food and agricultural products ■ Increases plant health to sustainably increase the productivity, quality and safety of products |
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SAT San Cayetano. April 22 nd , 2016



Principle 7: Respect cultural heritage and traditional knowledge and support diversity and innovation

Principle 8: Promote safe and healthy agriculture and food systems

SAT San Cayetano

- Promotes the transference of technologies to small farmers
- Management innovation, by the use of corrective measures through the traceability of costs
- Innovates with technology of robot palletize system from the automotive sector

- Improves the management of agricultural inputs and outputs, to enhance the efficiency of production

CALICHE Group

- Promotes the use of locally adaptive and innovative transport technologies for fresh products

- Improves management of agricultural products to enhance the efficiency of production and minimize potential threats to the environment

UCAM

- Investigates to support diversity

- Promotes the safety, quality, and nutritional value of food and agricultural products
- Promotes the minimization of risks to healthcare based on reliable scientific data for the control of food safety

GESPLAN Group

- Promotes research and development
- Acknowledges the contribution of farmers to investigation

- Enhances awareness, knowledge, and communication, leading to strengthened capacity for smallholder

Camposeven

- Keeps a narrow relationship with university and it is currently dealing with obtaining patents for products aimed at saving water

- Pioneers in Biodynamic production

TOWARDS RAI PRINCIPLES: MOVING FORWARD

Interesting ideas that may play a role for the better implementation of the RAI Principles emerged during the conference.

Innovation in Food Systems. Through cooperatives: as cooperative farmers have a closer vision to teamwork and because the cooperative formula allows to achieve a clear separation between ownership and management. And through universities: the participation of graduate students in enterprises, agricultural cooperatives and farmers' organizations to make theses in response to identified needs is a way to address it. The completion of this work is an example. Companies that have shared their experiences have a close relationship with universities.

Information and transparency: The new farmer must be aware of process information and information transparency.

Promoting access to mobile and internet in rural areas. Access to the Internet is a powerful source of communication that empowers people and reduces their vulnerability.

New technologies for statistics development. To the extent that internet access and other technologies have increased, statistical data will keep improving. Other technologies such as using drones have a great potential for data collection, particularly in the field of agricultural production and prognosis, which use will increase in the short term.

New technologies for better use of natural resources. Biodynamic farming techniques promote soil microbiology and contribute with their own resources to fertilizing, achieving less dependence on external inputs and increasing resilience. Desalination plants are a possibility to get suitable water for irrigation in coastal areas where water is scarce. Bringing logistics closer to the production centers and the so-called short-chains are means of reducing energy costs.

The role of civil society. Experiences in which civil society organizations have responded to a social problem, anticipating the reaction of the State and assuming its management were pointed out and discussed. There were also very positive experiences for knowledge exchange and mutually beneficial partnerships with different organizations. Promoting meetings between different actors of the agrifood systems is a way to encourage the exchange of knowledge and collaborative partnerships.



Organic Farming greenhouses (Camposeven) April 22 th, 2016



4th CASE

Conference on good business practice in Madrid

The conference held in Madrid had as starting point the knowledge generated in the previous encounters, in which several companies and organizations that include some of the RAI principles in their operative system shared their experience. The shared experiences are classified in the frame of the RAI Principles:



Plenary Session. Madrid, May 24th, 2016

Principle 2: Contribute to sustainable and inclusive economic development and the eradication of poverty

With the title **Sustainability of the Food chain**, the experience of the Mercadona model was shared.

Principle 6: Conserve and sustainably manage natural resources, increase resilience

In the encounter entitled **Environmental sustainability in the food sector** five companies shared their experience on the investments that face the challenge of sustainably managing natural resources and increasing resilience.

Principles 9 and 10: Incorporate inclusive and transparent governance structures and promote accountability

Reflections on **Towards a responsible governance in the organizations** were in charge of the former General Secretariat of FIAB (Federation of Food and Drinks Industries), Jorge Jordana, who occupied the position for 30 years and coordinated a debate with professionals from different organizations aimed to provide light about how to achieve transparent governance structures.

SUSTAINABILITY OF THE FOOD CHAIN



Jorge Jordana (second from the right) and Victor Yuste (second from the left) coordinated the encounter on the Mercadona model.

The MERCADONA model as an example of a sustainable food chain model

- Verdifresh, a subsidiary of **Grupo Alimentario Citrus (GAC)**, is a Mercadona's intersupplier for IV range products (salads and vegetables ready to eat or cook). It works with more than 50 agricultural suppliers in a stable manner, all certified by the global international standard GAP of Good Agricultural Practices. The "Supplier Model", which is included in the model of Total Quality Group, contributes to greater efficiency and agility to innovate, working with the entire value chain, from the seed company to the farmer and through the machinery supplier. For this it sets the following:
 - Bi-annual purchase programs agreeing with the farmer the volume of raw material to provide for each season (winter and summer), allowing the farmer to improve the planning of harvests and business, and to ensure GAC the stability of the service.
 - Benefit guarantee, through a system based on the production cost model, rather than the market cost model (which suffers greater variations, especially in certain seasons or due to the weather).
- **The Group of Companies Martinez is Mercadona's intersupplier of fresh meat**, meat preparations and prepared dishes. Within 22 years it has moved from having many providers to have few and good ones establishing close relationships with them. It has been a pioneer Company in establishing an Integral Sustainability plan in accordance with the sustainability strategy regulations and requirements for the period 2015 and that goes beyond the carbon footprint as it also involves Corporate Social Responsibility values. The model of sustainable food chain tries to satisfy:
 - 1) **The consumer:** Mercadona reaches five million households and their demands have changed a lot in recent years and include ethical issues of the providers, animal welfare, meat contribution to health, etc.
 - 2) **The worker:** They want fidelity rather than training, as the training is provided by the company.
 - 3) **The supplier:** For zero providers a range of possibilities to grow, to innovate, to improve food security, to invest and to undertake initiatives is offered, giving them the opportunity to improve economically and socially.
 - 4) **Society:** working with food banks and engaging in Corporate Social Responsibility measures.



ENVIRONMENTAL SUSTAINABILITY IN THE FOOD SECTOR

Characteristics of shared experiences

EXPERIENCE

ECOEMBES

Triangular Ecology Collaborative model for recycling waste

MISSION AND MAIN CONTENTS

Non Profit organization oriented towards environmental care through recycling and eco-design of packaging in Spain. Its mission is to provide society with a collective response of economic agents to environmental issues related to the domestic consumption of packaged products.

RELATIONSHIPS WITH SUSTAINABILITY

It presents a Triangular Model of collaborative Ecology creating social and environmental value in society, promoting environmental education, innovation, efficiency, job creation and industrial fabric. It is part of EXPRA (Extended Producer Responsibility Alliance).

EXPERIENCE

AECOC

Model of companies cooperation to generate greater value to the consumer and sustainability chain

MISSION AND MAIN CONTENTS

It is one of the largest business associations in Spain and the only one in which manufacturers and distributors work together. With more than 26,000 associates, more than 180,000 million euros in sales a year, representing about 20% of national GDP.

RELATIONSHIPS WITH SUSTAINABILITY

Model of cooperation between manufacturers and distributors of products to add value to the consumer. It offers to distribution and industry a framework for collaboration in activities and projects that affect the whole chain.

EXPERIENCE

Heineken Spain

Respect for people and the environment as essential values of sustainability

MISSION AND MAIN CONTENTS

Company founded in Amsterdam, dedicated to the manufacture of beer and present in more than 170 countries; currently it ranks fourth internationally. The company wants to be a benchmark company, leading the brewing industry globally in its commitment to the excellence of its products, brands, services and results, the proximity to the market and the respect and transparency in the relationship with employees and consumers.

RELATIONSHIPS WITH SUSTAINABILITY

The brand recognizes sustainability as an essential part of their strategy and their entrepreneurship, also taking advantage of opportunities in emerging markets.

Respect for people and the environment is one of the main values of the Company, remaining firmly committed and linked to those local communities in which it operates.

EXPERIENCE

Pascual Quality

Quality as an essential part of business strategy for value creation and leadership

MISSION AND MAIN CONTENTS

Pascual Quality is a family company, 100% Spanish capital, founded in 1969 from a small dairy cooperative with a consolidated and differentiated set of values that make it a leader in the food sector in Spain. With 2,272 direct jobs, it invoices 729 million euros annually, of which 24 million are at international level.

RELATIONSHIPS WITH SUSTAINABILITY

In the Project Venture of the Company, the concept of corporate responsibility is reflected in its economic, social and environmental sense. Their commitment to quality has made it the first Spanish company certified by the EEC to market in the EU and the first Spanish company to obtain certification to market in the US.

EXPERIENCE

Food Banks Chair –UPM– FESBAL

Rational consumption as an essential part of food sustainability

MISSION AND MAIN CONTENTS

The Food Banks Chair develops training, knowledge generation, dissemination and technology transfer in the area of human consumption, in order to avoid waste and encourage rational consumption.

RELATIONSHIPS WITH SUSTAINABILITY

Sustainable management focuses on a new way to build University-Company-Society relationships in order to increase awareness on rational consumption. The activity is integrated in the context of FESBAL with 55 Food Banks as civil society structures.



TOWARDS A RESPONSIBLE GOVERNANCE IN THE ORGANIZATIONS

The contributions of the organizations: *CESFAC* (Confederation of Spanish Balanced Feed Producers), *CCAE* (Confederation of Spanish Agrarian Cooperatives), *ASEPRHU* (Spanish Association of Egg Producers), *AFHSE* (Spanish Association of Flour Producers) and *Anprogapor* (National Association of Pork Cattle) that emerged during the conference enable to identify the measures that they are implementing to achieve the Principles 9 and 10.



Care in the handling of products

Principle 9: Incorporate inclusive and transparent governance structures, processes and grievance mechanisms

■ Legislation

- In the sake of efficiency the respect and application of the rule as well as being informed of the current legislation and the tendencies are required
- The law of Solidary Economy can be a frame for the management of organizations

■ Transparency

- Good governance includes transparency regarding information, organization, decision making and management, as well as the public visibility of the association
- Democratic transparency within the organizations avoids that the bigger partners search their own objectives neglecting the small partner's objectives.
- Transparency is include among the stated values of cooperatives

■ Free Involvement

- Representativeness does not come from the relevance of particular partners but from the group as a whole
- The involvement of partners must be active, free, significant and well informed
- Partnership is based on the will of the partners

■ Equity

- Decision making searches general above particular interests
- Decision-making is based on consensus rather than on votes

Principle 10: Assess and address impacts and promote accountability

■ Independent Assessment

- Presence of external evaluators within the supervisor team of organizations

■ Preventing measures

- Organizations can evolve changing course and putting into practice those actions that can lead the organization towards a situation of greater advantage in the future



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