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## JOINT MEETING

**Hundred and Twenty-fifth Session of the Programme Committee and  
Hundred and Seventy-third Session of the Finance Committee**

**Rome, 12 November 2018**

**Progress Report on Rome-based Agencies collaboration**





## 2018 Joint Progress Report on RBA Collaboration

### Background

1. In 2015, Member States adopted the 2030 Agenda for Sustainable Development (Agenda 2030). One-hundred and ninety-three governments signed up to end poverty and hunger, address climate change and leave no one behind. Success in achieving the 17 goals of the 2030 Agenda has required a strengthened commitment to work together and called on enhanced partnerships across sectors, and between governments, international organizations and non-state actors. The United Nations Rome-based Agencies (RBAs): the Food and Agriculture Organization (FAO); the International Fund for Agricultural Development (IFAD); and the World Food Programme (WFP) responded to this call. In the 2016 joint paper "Collaboration among the United Nations Rome-based Agencies: Delivering on the 2030 Agenda",<sup>1</sup> the three agencies outlined how they will work together to support governments to achieve the 2030 Agenda.

### RBA Response to Memberships' Request

2. In the 2016 joint paper,<sup>1</sup> the RBAs committed to providing the FAO Council and the IFAD and WFP Executive Boards with an annual update on how the agencies are working together at the country, regional and global levels. This progress report, is the 2<sup>nd</sup> update provided to the RBA Governing Bodies and has been jointly prepared by FAO, IFAD, and WFP. As in the 2017 edition,<sup>2</sup> this joint update highlights how the three agencies are working together in particular contexts, and showcases examples of strengthened coordination efforts under the four pillars of RBA collaboration. The four pillars of RBA collaboration are: (i) country and regional levels; (ii) global collaboration; (iii) collaboration in thematic areas; and (iv) joint provision of corporate services. The update also presents an analysis of opportunities, challenges, and lessons learnt.

### Humanitarian-Development - Peace Nexus

3. The past decade has seen a significant shift in the scale and complexity of humanitarian crises. The number of armed conflicts has steadily grown with a two-fold increase in the number of crises directly related to, or caused by armed conflict since 2013. These crises also increasingly display complex interactions between economic, environmental, climatic, political, security, and societal factors that complicate not only the immediate response, but also the search for long-term solutions. More and more crises are linked to unresolved and intractable economical and socio-political disputes, including conflict, that lead to protracted humanitarian situations. The complexity and increasingly protracted nature of many of these crises has been at the heart of efforts to increase collaboration between humanitarian and development actors with the objective to address the root causes and better support longer-term sustainable solutions, particularly in rural economies, while effectively addressing immediate humanitarian needs. At the same time, efforts are also needed to design interventions supporting food and nutrition security and agricultural

<sup>1</sup> Presented in the last quarter of 2016

<sup>2</sup> Presented in the last quarter of 2017

livelihoods that contribute to conflict prevention, sustaining peace and gender equality so that not only the symptoms but the root causes of conflicts are addressed.

4. In a historic unanimous vote, members of the U.N. Security Council recognized for the first time that armed conflict and violence are closely linked to food insecurity and the risk of famine currently threatening the lives of millions of people. In adopting [Resolution 2417 \(2018\)](#), the Security Council drew attention to this link. The world's most vulnerable people are now placed at the center of its agenda.

5. In addition, the number of hungry people in the world continues to increase, in large part due to conflict and instability. New evidence presented in the *2018 State Of Food Security and Nutrition in the World* report confirms that the number of people who suffer from hunger has been growing over the past three years, returning to levels from almost a decade ago. In 2017 the number of undernourished people is estimated to have increased to 821 million – around one out of every nine people in the world. Multiple forms of malnutrition are evident in many countries and adult obesity is growing even as forms of undernutrition persist. Conflict, and climate variability and extremes are among the key drivers behind the recent uptick in global hunger and are among the leading causes of severe food crises.

6. FAO, IFAD, WFP and the International Organization for Migration (IOM) released *The Linkages Between Migration, Agriculture, Food Security and Rural Development*, that analyzes and highlights the role of agriculture and rural development in addressing the adverse drivers of migration. It focuses on several factors that influence rural people's decision to migrate, including poverty, hunger, environmental degradation and climate shocks, conflict, economic factors and employment opportunities. There is a direct relationship between food security and migration implying that people often migrate to escape hunger.

#### **Crystalizing the Collaboration: the RBA Memorandum of Understanding (MoU)**

7. In response to the challenges highlighted above, the RBAs signed a five-year Memorandum of Understanding on 6 June 2018. The MoU responds to the call by the Secretary-General, in the context of the UN reform, and the repositioning of the UNDS. The RBAs commit to working in the new paradigm by making fundamental shifts, including transcending the humanitarian development divide by working towards collective outcomes, based on comparative advantages and over multi-year time frames. The aim of the MoU is to strengthen collaboration and coordination at global, regional and country levels in order to provide enhanced support to Member Countries. It sets out areas for comprehensive and integrated support including working together on national planning processes with governments, as well as developing joint outcomes, programmes and assessments. It also covers shared data analysis, joint accountability for collective outcomes, continued sharing of corporate services including security, human resources, travel and health services, developing new joint outcome-based financing approaches for projects, and a joint reporting mechanism to measure progress. A joint action plan to translate the commitments in the MOU into action is currently being finalized.

8. In implementing the RBA MoU, collaboration at country level is being reinforced. FAO, IFAD, and WFP are working to further strengthen joint strategic planning and programming, in line with UN Reform, by developing joint strategies in selected countries and working towards conducting joint analyses of the main hunger gaps and solutions in an effort to support the "localization" of Agenda 2030, in particular SDG2. The RBAs will continue to be guided by and accountable for their individual country strategic plans/results-frameworks, and relate to the evolving new UNDAF, that could already highlight specific sets of interventions to be carried out jointly. More coherent and effective collaboration can be established by building on the strengths and comparative advantages of each Organization and based on their respective mandates. It is recognized that there is no single model that fits all cases and that there may be situations where it proves difficult for all the three agencies

to work together. In this regard, different approaches and models of collaboration are being explored.

### **Advancing the 2030 Agenda: Opportunities, Challenges, and Lessons Learned**

9. RBA collaboration has increased steadily over recent years. In 2017, all three RBAs collaborated together at the country level on 50 projects in 33 countries, compared with 29 projects in 22 countries in 2016. FAO and WFP collaborated on 254 projects in 75 countries, compared with 202 projects in 74 countries in 2016. In 2017, IFAD and WFP partnered on 68 projects in 39 countries, compared with 36 projects in 27 countries in 2016. This represents a 26% increase, in just one year, in FAO-WFP bi-lateral projects, and an 89% increase in IFAD-WFP collaboration. Collaboration between FAO and IFAD increased by 36%. Tri-laterally, the RBAs increased their work together by almost 92%.

10. The increase in collaboration among the RBA country teams highlights both challenges and opportunities. The RBAs overcome challenges through continuous communication and by focusing on the common, shared goals. These fundamentals are necessary for successful collaboration. Enhanced synergies among the RBAs are paramount to achieving SDG2, which is at the core of all three agencies' mandates.

11. In terms of RBA coordination which aims to optimize efficiency and efficacy in joint activities, RBA steering committees at the country level have been established to streamline joint working planning around key high-priority topics. Such joint actions prioritize the complimentary approach to working on targets under the SDGs.

12. Additionally, several constraints have been identified, and when recognized have, in most cases, been overcome or minimized, and lessons learnt. These include:

- a) When funding gaps occur, programmes might not reach the originally planned number of beneficiaries;
- b) The unpredictability of funding makes it difficult for country teams to plan for multi-year, long-term engagement, despite the use of core resources that are available;
- c) Competing for funding amongst various activities and programmes at the country level can be minimized if coordination and harmonization of activities among the country teams, regional offices, coordination units, and HQ focal points are strengthened;
- d) Identifying core indicators based on agreed theory of change for activities for each country, which are used to consolidate results, can allow for the design of context-specific activities while at the same time contribute to reporting on progress while generating evidence against common indicators at the global level;
- e) Initial challenges in delivering jointly are, due to varying implementation and funding timeframes, focus and limited experience in joint programming such as how to package, layer and sequence activities to create sustained gains from humanitarian to development. This requires flexibility and shifts in the way agencies work and can be enhanced through promoting an integrated funding/approach during joint support missions– at country level - the collaboration with the UN Resident Coordinator's Office;
- f) Joint delivery requires the allocation of significant amount of resources, for tweaking, operationalizing and evaluating programs, building evidence and communicating success as well as coordination, especially staff time involved in the management, and implementation of a joint programme;
- g) When joint programmes build on ongoing initiatives embedded in the global programmes, operational costs can be reduced. In addition, given the benefits of a common approach for collective accountability and learning, in the wider context of the United Nations and the SDGs,

joint evaluations are increasingly relevant at the decentralized level. There is increasing demand for system-wide and inter-agency collaboration on evaluation. Joint and inter-agency evaluations offer increased coverage, cost-efficiency and understanding among agencies and partners at the corporate and national levels.

#### *UN Reform*

13. In December 2017 the UN Secretary-General outlined an ambitious reform plan, in response to Member States calling for the UN to become more strategic, accountable, transparent, collaborative, efficient, effective and results-orientated. The goal of the reform is to demonstrate results supporting the achievement of the SDGs, which the RBAs strongly support. On a number of issues, the RBAs have prepared joint inputs to help shape the future of UN collaboration at country level, including through their contributions to the UN Development Assistance Framework (UNDAF) Design Team. FAO, IFAD, and WFP are looking at how to achieve better quality service provision and efficiency gains through consolidated back office functions and shared common premises where possible.

- a) However, aspects of UN reform may present challenges for the RBAs, including: aspects of funding the Resident Coordinator's (UNRC) system;
- b) the UNRC's role, i.e. as enabler of the UN Country Teams' work to deliver to those in need, will need to ensure Country Representatives have unfettered access to governments and local donors to achieve SDG results;
- c) the dual reporting of Country Representatives to Resident Coordinators;
- d) securing upfront investment required to move common business operations;
- e) recognition that many of the efficiency gains to be made will not be cashable or transferable for other uses, particularly for those agencies working in the field, with mainly earmarked funding, and other gain will be one-off or only realized incrementally; and,
- f) application of the proposed 1% coordination levy on tightly earmarked third-party non-core contributions to United Nations development-related activities.

14. Additionally, aspects of the reform still need to be articulated for operationalization and to avoid overlaps on the ground.

#### *Principals' Missions to Ethiopia and Niger*

15. In September 2017, the RBA Principals visited Ethiopia with the aim to enhance synergies to better serve the Ethiopian government and extend support to its rural peoples in the Tigray and Somali Regional States. At the time, each RBA was leveraging their comparative advantage in the Somali region. FAO's programme was centred on pastoralist communities, in order to strengthen the resilience of societies. IFAD contributed to the strengthening of a resilient and sustainable pastoral and agro-pastoral community by addressing issues of shock weather and drought through long term investments made by the Pastoral and Agro-pastoral Livelihoods Resilience project. WFP was providing the same community with food and cash assistance in the Somali region.

16. Following the 2017 visit of the Principals and building on the individual programmes in the Somali region, the three RBAs have developed an action plan to: enhance coordination and alignment to the emerging Government priorities for investment; identify, design and initiate new investments to enhance the resilience of the populations in the Ethiopian lowlands, particularly Somali Region; and support the Government with regard to operationalizing the new way of working, by better integrating humanitarian and development assistance in these areas. The action plan integrates the ongoing and new initiatives of the three RBAs with specific attention to creating the space for enhanced coordination, and collaboration through joint consultations with

Government and development partners and collaboration in the design and implementation of key strategic and programmatic initiatives.

17. In August 2018, the RBA Principals visited Niger. The joint mission to Maradi revealed the necessity to scale up joint programmes that strengthen resilience. There is also the need to move from a scattered or small-scale operation to more comprehensive and integrated programmes to increase incomes and self-sustainability. This will have the potential to curtail, migration, conflicts, and recruitment by extremists; will foster schooling retention, especially for girls thereby minimizing early marriages and reduce teenage pregnancies which perpetuate economic disempowerment and break the intergenerational cycle of undernutrition. The government of Niger welcomed increased RBA support on water harvesting, land rehabilitation, development of agriculture at community level and education – particularly for girls. The combined actions of FAO, IFAD, and WFP will support the Government's efforts to gradually lift the country from its current need for humanitarian support to longer term development solutions.

18. The RBAs joint work in Niger can have an impact on breaking the cycle of conflict, hunger and undernutrition and assist in economic development and increase stability. Where the RBAs have joined forces in Niger, production has increased, there is a reduction in the levels of migration, there is increased diversification of livelihoods, and diets have begun to diversify for the poorest people. This has translated into more jobs and income for youth. It also makes for a safer and more prosperous community. The joint work will be scaled-up at the regional level across the Sahel where there is the need for a substantial investment in strengthening resilience and livelihoods. In this regard, the RBAs have committed to creating a joint action plan in the Sahel. The action plan will be developed in close consultation with national authorities to ensure ownership and alignment with national strategies. An in-depth analysis of the challenges facing the Sahel Region and how the RBAs could scale-up existing efforts can be found in Annex I.

#### *RBA Coordination Mechanisms*

19. The RBA Principals have met on numerous occasions both formally and informally within the reporting period. The RBA Senior Consultative Group (SCG) is a coordination mechanism established to follow-up on Principals' decisions, to ensure close collaboration among agencies with the view of minimizing overlap. The RBA SCG met three times since the last RBA Collaboration progress report. Meetings are hosted on a rotational basis by the agencies. Among the matters reviewed and agreed-upon by the SCG include: follow-up to the joint Principals' missions; preparation and review of the RBA MoU; joint priority areas and related activities; UN Reform; RBA collaboration on global, regional country, and thematic level as well as shared administrative and corporate services; and the preparations of the Informal Joint Meeting of the RBA Governing Bodies.

#### *Informal Joint Meeting of the RBA Governing Bodies*

20. The 2nd annual session of the Informal Joint Meeting of the FAO Council and IFAD and WFP Executive Boards was hosted by IFAD in the FAO plenary hall in September 2018. The informal meeting allowed both Members and Observers to discuss RBA collaboration openly with the FAO Director-General, President of IFAD, and Executive Director of WFP. Participants noted the high level of collaboration at all levels, and welcomed the open and candid discussion of opportunities and challenges in, both, RBA collaboration and their engagement in the UN reform. In particular, the dialogue focused on joint efforts to strengthen country level collaboration. Member States appreciated the RBA Principals' second joint mission to Niger as was reflected in the statement delivered on behalf of the Permanent Representatives that joined the visit.

21. The RBAs agreed that the informal joint meeting of the FAO Council and IFAD and WFP Boards will be held once a year, organized on a rotational basis by each organization. The 2019 meeting will therefore be organized by WFP. While Member States were satisfied with the agenda of the 2018 meeting, it was agreed that the agenda of forthcoming meetings should follow a more inclusive process with closer involvement of the Bureaus of all three Agencies.

### *MOPAN RBA Case Studies*

22. The Multilateral Organisation Performance Assessment Network (MOPAN) monitors the performance of multilateral development organizations. MOPAN is finalizing their individual assessments of FAO, IFAD, and WFP. In the third quarter of 2018, MOPAN with the support of the RBAs, undertook pilot case studies on RBA country-based collaboration, focusing on joint work at the programmatic level in 3 countries – Bangladesh, Jordan and Madagascar. Following the initial country visits, the RBAs, together with the MOPAN team, added a fourth case study, using a desk-based review modality in Ethiopia. Early findings and evidence that MOPAN collected during the mission highlights good practices but also challenges in coordination and coherence between organizations, some corroborating the challenges outlined earlier.

### **Four Pillars of RBA Collaboration**

#### *Country and Regional Level Collaboration*

23. In Latin America and the Caribbean, MoUs between the three agencies were signed in 2017 to establish a regional system of collaboration. The common objectives are Zero Hunger, eradication of extreme rural poverty, and promotion of resilient rural communities better adapted to climate change. Working under this collaborative framework, the RBAs commissioned a joint study looking at past collaborations, to document, opportunities, challenges, and lessons learnt which will be presented during FAO's "Week of Agriculture and Food", in Buenos Aires, Argentina in November 2018 and during a side event at the First Regular Session of the WFP Executive Board in February 2019. For the first time, FAO invited WFP to join the publication "State of Food Security in Latin America and the Caribbean 2018" which will be published by the end of the year. All three RBAs developed joint initiatives in Haiti, Colombia and Guatemala, to test the new collaboration framework. This year FAO, IFAD and WFP also agreed to have a joint approach to assess the drought situation in the dry corridor of Central America and Haiti. The RBAs are also organizing joint events to further their technical and policy dialogue and to give visibility to their collaboration, such as the joint side event during the second meeting of the Forum of the countries of Latin America and the Caribbean on Sustainable Development, in Santiago, Chile in April 2018.

24. In Chad, FAO and WFP together with UNICEF and WHO have developed operational cooperation through the implementation of a joint project entitled "Production of Local Fortified Food for Children (PROFORT). The objective is to provide vulnerable households with access to high nutritious food for children 6 to 24 months. At the scaling up phase, IFAD's expertise in value chain support will contribute to the sustainability of the project.

25. China has been highly supportive of RBA Collaboration. Government related institutions such as International Poverty Reduction Center in China (IPRCC) and China Internet and Information Center (CIIC) have been actively engaging FAO, IFAD, and WFP in projects such as the Global Poverty Reduction Online Sharing Database and the international Forum on Poverty Reduction. While FAO and IFAD participated in the 2017 Forum, WFP was invited to actively participate in the 2018 Forum China, making it a RBA joint activity and annual gathering. Moreover, the Ministry of Agriculture and Rural Affairs and the Ministry of Finance in China are regularly supporting all three RBA agencies.

26. FAO, IFAD and WFP are collaborating under the Djibouti 2035 sectorial development plan for fisheries, *Le Programme d'Appui à la Réduction de la Vulnérabilité dans le Zones de Peche Cotières* (PRAREV), which is mainly funded by IFAD. The RBAs interventions encourage sustainable fishing practices and ensure the availability of sea resources, and contribute to climate-resilient activities and natural resource management. The interventions through the RBA partnership have also resulted in among others, promoting sustainable fishing practices among 1290 fishermen and ensuring the availability of marine resources, thus improving access to a nutritious healthy and sufficient diet for about 9030 vulnerable people. The gains are numerous; the most important being the pooling of human, technical and financial resources of the three agencies around a single project

to achieve common objectives through joint understanding and the sharing of experiences and lessons learnt.

27. RBA inter-agency collaboration is present in diverse Guatemalan geographical and cultural contexts by way of joint programmes and joint technical coordination platforms involving other UN agencies and key national, regional, and community-level stakeholders. RBA technical officers participate in inter-agency coordination groups based on UNDAF pillar areas of work, which in turn further facilitates effective coordination. As such, RBA work plan priorities go hand in hand with those established in the UNDAF and to this end all three agencies work especially close on the UNDAF's Pillar Number 1 "Inclusive and Sustainable Development". All of this likewise complements the new RBA Action Plan for 2018-19.

28. In Guinea, FAO, IFAD and WFP have mapped out activities to identify convergence and priority areas. A matrix of district-level activities to develop synergies and complementarities has been shared among RBAs and serves as a coordination tool for the UNDAF. The RBAs hold monthly coordination meetings to share updates on activities and discuss possible joint resource mobilization, inputs for their respective country strategies. The RBAs also co-chair the UNDAF strategic result 2 (food security, environmental management and disaster risk reduction). FAO and WFP collaborate in a joint school meals project funded by Japan where WFP purchases rice and vegetables and FAO supports productivity improvement. Both conduct joint resource mobilization, programming, coordination and reporting.

29. The RBAs are supporting the Government of India (GoI) in the continuum from policy engagement, technical assistance, capacity building, rural investment in food security, nutrition and agriculture development – at the same time addressing other cross cutting priorities of gender equality and women's empowerment, environment/climate change and the Youth employment agenda. In agreement with the GoI, the RBAs have identified 3 key entry points for their collaboration: the road map to achieving SDG 2, which is a collaborative effort between FAO, IFAD, and WFP; a strategic initiative led by WFP in collaboration with the GOI of India and which included active inputs from FAO and IFAD; the state level RBA collaboration with Government of Odisha to improve nutrition; and the complementary technical and financial assistance provided by FAO and IFAD to develop state capacity and investments in mitigating effects of drought on smallholder producers.

30. Through the Joint Programme Accelerating Progress towards the Economic Empowerment of Rural Women (JP RWEE), jointly supported by Norway and Sweden, the RBAs together with UN women have joined forces in Kyrgyzstan to improve rural women's access to decision-making and local governance; resilience to disaster and climate change induced risks; and access to social services. The JP RWEE has brought together multiple stakeholders from the central and local government, NGOs, international organizations and local activists, with the common vision of improving the structural and institutional barriers to the equal participation of women. The objective is to create sustainable change, encouraged by the Gender Action Learning System (GALS), a key element of JPRWEE. Each agency has contributed to both knowledge and technical support - empowering rural women and advancing gender sensitive policies. IFAD's approaches to household development and experience in rural areas is complemented by FAO's technical support and policy assistance and WFP's food assistance.

31. RBA country collaboration in the Republic of Congo is rooted in the UNDAF and based on the Government's priorities. The RBAs with support from the EU are assisting vulnerable farmers through the small bean farmers project. The objective is to encourage food security, improve nutrition, and provide links between smallholders and markets. The RBAs have supported the Congolese government on policy coherence and development through initiatives such as a Joint Action plan for Scaling up Nutrition (SUN), national school feeding policy, national food security and nutrition policy, and the national zero hunger strategic review.



### *Global Level*

32. In 2018, the RBAs continued to provide financial, technical and staffing support to the Secretariat of the CFS, and to the promotion of CFS policy products as instruments for integrated implementation of SDGs. Within the CFS, the RBAs have engaged actively through its 45th Plenary, Advisory Group, Open-Ended Working Groups (OEWG), Technical Task Teams, and informal consultations. In addition, the RBAs have been strongly involved in the follow-up discussions on the CFS Evaluation, and contributed to the implementation of the responses to its recommendations. As members of the Technical Task Team of the CFS OEWG on Nutrition, the RBAs contributed to the development of the Terms of Reference for the preparation of the CFS Voluntary Guidelines on Food Systems and Nutrition, and the preparation of the Home grown School feeding Framework.

33. Under the theme “Transformation towards sustainable and resilient societies,” the RBAs defined key messages to be included in the 2018 High Level Political Forum (HLPF) Ministerial Declaration. Joint statements were delivered during the thematic plenary sessions on resilience (delivered by WFP), SDG 11 (delivered by IFAD), and SDG12 (delivered by FAO). The RBAs also organized the side event “Strengthening rural-urban linkages for sustainable societies and healthy ecosystems”. Furthermore, the RBAs engaged in the HLPF side event on nutrition and food systems co-organized by the CFS and UNSCN where FAO delivered a joint statement. The final Ministerial Declaration, the main outcome of the HLPF, subsequently took on board RBA key messages, including recognizing that ending hunger and achieving food security and improving nutrition is fundamental for sustainable development, that agriculture is a key sector for advancing sustainable access to water and natural resources for all, and that urban centers cannot be developed in isolation from rural areas.

34. The annual International Women's Day (IWD 18) organized by the RBAs, was hosted by IFAD in March 2018. The event focused on the empowerment of rural women through ICT and Media. Together the RBAs explored the ways that media and ICT have allowed for voices, status and empowerment of rural and marginalised women. FAO, IFAD, and WFP emphasized the importance of the empowerment of rural women to the achievement of SDG1 and 2. The innovative ICT approaches being carried out by the RBAs have created opportunities for rural women in value chains and enterprise development, and increased their sources for education.

35. The 2018 edition of *The State of Food Security and Nutrition in the World*, prepared jointly for the second consecutive year, by FAO, IFAD, UNICEF, WFP and WHO to inform on progress towards ending hunger, achieving food security and improving nutrition in the context of the 2030 Agenda. The report confirms a rise in world hunger. This edition looks at climate variability and extremes as key drivers behind the rise in world hunger, together with conflict and economic downturns. SOFI 2018 reveals new challenges and calls for urgent actions in order to achieve Zero Hunger by 2030.

36. The RBAs, together with the Netherlands, Niger, Sweden and the European Union organized a high-level side event “Breaking the cycle between conflict and hunger” at the 73rd session of the UNGA. Panelists at the side event discussed the necessity, and opportunities, to transition Security Council Resolution 2417 to implementation, as well as how we transform the way we collectively prevent conflict and build resilient societies.

37. The RBAs joined UN-Women and the SDG Advocacy Hub in organizing an event marking International Day of Rural Women (IDRW) on 15 October 2018, Nourishing Families, Communities and Transformation: Celebrating Rural Women’s Contributions to Sustainable Development. The event highlighted rural women as powerful agents of change and essential partners in the fight against poverty, hunger, malnutrition and climate change and in the effort to achieve the SDGs by 2030. It also aimed to call attention to some of the specific barriers and challenges that many rural women continue to face.

38. In June 2018, the RBAs, in partnership with the International Poverty Reduction Center in China (IPRCC) and the China Internet Information Center (CIIC), organized a workshop on “Promoting

Partnerships and Knowledge Sharing to meet SDG1 and SDG2” The objective was to engage countries and development partners in a discussion on how to best share knowledge and promote partnerships that establish efficient mechanisms through South-South Collaboration to support the implementation of Agenda 2030. The RBAs presented and discussed successful models, good practices and enabling policies for poverty and hunger eradication. Discussions also centered on establishing a regular forum to convene development and government agencies, academia and civil society to discuss and share experiences on poverty reduction and hunger eradication. As an outcome of the workshop, FAO, IFAD, WFP, CIIC and IPRCC issued a joint comunique in which they committed to strengthen their partnership to achieve the SDGs through knowledge sharing, exchange and cooperation.

39. The RBAs are cooperating in the implementation of the climate change agenda and are developing a Biodiversity strategy with a focus on agro-biodiversity.

#### *Thematic Level*

40. The RBAs have been working together on substantive South-South and Triangular Cooperation (SSTC) activities, including by jointly organizing the UN Day to commemorate SSTC in September as well as planning their participation in the annual Global South-South Development Expo, to be held in New York at the end of November 2018. RBA collaboration on joint brokering of South-South and triangular cooperation (SSTC) initiatives has gained increasing momentum in 2018. As FAO, IFAD and WFP prepare for the Second High-level Meeting on South-South Cooperation (marking the 40th anniversary of the 1978 Buenos Aires Plan of Action for Technical Cooperation among Developing Countries – in short “BAPA+40”), the three agencies have adopted a “Joint RBA Roadmap for SSTC”. Organizing a series of dialogues with Board members and SSTC partners (e.g. at the UN South-South Cooperation Day, Global South-South Development Expo, Annual Board Consultations), developing a joint methodology and framework for monitoring and measuring results from SSTC activities in the context of SDG 1 and 2, and identifying options for starting joint SSTC activities in the field, are all part of the joint roadmap for the RBA. The RBAs and China will organize a ministerial level forum on global SSC in agriculture in November 2018 in China. The RBAs are working together to develop systematic monitoring and evaluation methods and processes to coherently assess the results of SSTC, which will be piloted in 2019.

41. The 2nd International Symposium on Agroecology was organized by FAO in April 2018. FAO, IFAD and WFP participated in various side-event, highlighting how they are supporting agroecology within their respective organizations. The RBAs have been working on agroecology individually- however this was the first time the Agencies came together to discuss how they can work collectively, identifying the barriers to adopting agroecology by policy makers, along with the instruments needed to scale up the partnership. The Symposium provided an opportunity for a multi-stakeholder discussion on policies that can help scale-up agroecology.

42. The RBAs have each submitted their commitments on how each agency would contribute to the United Nations Decade of Action on Nutrition. The RBAs contributed to the first progress report on the Decade published by the UNGA during its 72nd session (2017-2018). Under the umbrella of the Decade, the RBAs organized an Expert Group meeting on progress in achieving SDG2 in New York. Moreover, In December at the UNGA, the Resolution proclaiming a United Nations Decade of Family Farming (2019-2028) was adopted unanimously. The implementation of the Decade will be led by FAO and IFAD. For more information please see Annex III.

43. The RBAs have been collaborating on nutrition-related issues at regional and country level. In March 2018, RBAs jointly supported the Eastern and Southern Africa regional capacity building workshop on ‘mainstreaming nutrition and implementation of nutrition-sensitive projects’. In July 2018, a Regional Nutrition Capacity Development and Partnership Platform for Europe and Central Asia was launched to strengthen national capacities for nutrition in Central Asia and the Caucasus and improve the nutrition and food security status in the region. RBAs’ collaboration at country level

takes place primarily through the UN Network for SUN, which also comprises UNICEF, WHO and any other UN agencies interested in engaging on nutrition. Collaboration focuses on supporting countries - in a coordinated and efficient manner-to achieve goals and ambitions as set by the Agenda 2030 and SDGs, the UN Decade of Action on Nutrition, the Scaling-up Nutrition Movement and World Health Assembly targets. Moreover, the United Nations Standing Committee on Nutrition (UNSCN) is jointly supported by the RBAs and other UN agencies and focuses on the multi-faceted challenges of nutrition. The UNSCN promotes cooperation and coherence among the RBAs and partner organisations, in an effort to end malnutrition in all its forms. Country-level RBA activities, mainly focus on strengthening national capacity for nutrition governance and scaling up of nutrition actions. Additionally, successful country-level RBA collaborations was reported under the umbrella of joint RBA MoUs for multi-year programmes, such as, in the Democratic Republic of Congo Zimbabwe with ongoing discussions in Sri Lanka and nutrition value chains initiatives in Zambia.

44. The RBAs have been actively engaged in the Home-grown School Feeding Meals (HGSM) programmes, which links school meals to local agriculture. The Home-grown school feeding Resource Framework publication, a result of joint efforts by the RBAs, the Global Child Nutrition Foundation (GCNF), the New Partnership for Africa's Development (NEPAD), Partnership for Child Development and the WFP Centre of Excellence in Brazil, was launched during the CFS45. The HGSM Framework is a guidance tool to support countries and stakeholders involved in programme design, implementation and monitoring of school meals programmes with local purchase or home-grown components. Governments and development partners providing technical and financial assistance, as well as civil society, community based organizations and the private sector can benefit from the publication. Furthermore, the RBAs organized a joint side-event during CFS45, together with the African Union/NEPAD and Brazil, sharing good practices, challenges and opportunities for innovation, and the scaling up of integrated HGSM for multiple benefits – including SDG impact on the ground and improved policy processes and learning.

45. In 2018, The RBAs launched an e-learning course developed in the framework of the RBA joint Project “Mainstreaming food loss reduction strategies for smallholders in food-deficit areas”, which introduces the FAO case study methodology analysing the multidimensional causes of losses in selected food supply chains. The modules on sustainable value chain for nutrition are under preparation

46. RBA Collaboration continued through the preparation for the sixty-second session of the Commission on the Status of Women (CSW62) through an Expert Group Meeting on the priority theme: “Challenges and opportunities in achieving gender equality and the empowerment of rural women and girls.” At CSW62, a joint statement was delivered by IFAD on behalf of the RBAs and a donor roundtable was organized. This meeting provided an opportunity to share experiences and identify potential future areas for joint work which specifically around the issues faced by rural women and girls in the context of agriculture and rural development. Representatives from FAO, IFAD and WFP, as well as UN Habitat, Canada, Finland, Germany and the Bill and Melinda Gates Foundation attended the event. In collaboration with the EU Delegation, a programme for advancing gender-transformative approaches to realizing food security and nutrition objective have been developed, with prospective implementation by the RBAs starting in 2019.

47. FAO, IFAD, and WFP with the support of the Canadian government, are implementing an innovative 5-year programme in selected communities in Niger, Somalia, and the Democratic Republic of Congo. The RBAs and the Canadian government aim to support resilient and food secure households in regions most affected by protracted and recurrent crises. The first year of the programme has laid the foundations (planning, targeting baselines, etc.) for the ongoing implementation of complementary and sequenced RBA activities. The collaboration represents an unparalleled effort to support the same vulnerable communities over a 5 year period, focusing on women and children in order to reduce dependency on humanitarian aid and foster self-sufficient

and resistant societies. Together the RBAs will enhance sustainable and resilient rural livelihoods which are a cornerstone of peaceful and stable societies.

#### *Corporate Services*

48. The RBA Common RBA Procurement Team (CPT) hold bi-monthly meetings and participate in all the initiatives, working groups and projects of the High Level Committee on Management (HLCM) Procurement Network to foster interagency collaboration, sharing of knowledge and best practices, harmonization of rules and procedures and professional development of staff. In 2017, thirteen common procurement activities were concluded for: (i) medical evacuation, (ii) medical and health insurance, (iii) adobe software, (iv) vending machines, (v) furniture, (vi) financial advisory/global custodian, (vii) financial disclosure, (viii) electricity, (ix) gas, (x) training services, (xi) videoconferencing (xii) renovation works (xiii) tax-free petrol. In 2017, eighteen piggy-back contracts were concluded among the RBAs, including IT hardware, internal audit and advisory services, IT security consultancy services, communication equipment, IT training services, managed satellite connectivity equipment and services. During the first, second, and third quarters of 2018, there have been seven piggy back contracts among RBAs for the provisions of IT consultancy services, of consultancy services for the development of index insurance, of proofreading and publishing services and, office furniture, IT security operations center (SOC) services, and security services.

49. Responding to a call for strengthening external evaluation capacities, enunciated both in a UNGA resolution A/RES/69/237 and in the 2014 JIU assessment of the evaluation function in the United Nations system, a Community of Practice on evaluation for food security, agriculture and rural development: "EVAL-ForWARD", was created. EVAL-ForWARD aims at promoting the integration of evaluative thinking into national and global SDGs review systems. Over the 2019-21 period, EVAL-ForWARD will expand its membership, reaching to and engaging broader audiences interested in evaluation for food security, agriculture and rural development, and using a variety of virtual and face-to-face channels. Based on the evolving needs of the community, EVAL-ForWARD will develop knowledge sharing and learning activities that will strengthen evaluation capacities, with a particular focus on evaluating progress towards the achievement of SDG2. In early 2017, the RBA Independent Evaluation Offices agreed to conduct evaluations of their respective country portfolios in Cameroon and to pilot a joint evaluative work with view to exploring complementarity and coherence in support to national needs and priorities. A joint workshop in Yaoundé was held in 2018 to inform future partnerships, coherence and synergy among the RBAs. In addition, the RBA Independent Evaluation Offices are active members of the UNEG, which brings together the evaluation functions of 46 member organizations. In May 2018, the RBAs hosted the UNEG Evaluation Week at FAO headquarters. The Evaluation Week brought together 163 evaluation professionals to share lessons and best practices, and discuss inter-agency work programme and initiatives.

50. In June 2018, the three RBA Offices of Oversight had their annual meeting to share their work plans for the year, discuss the experiences and lessons learned from the joint audit on security and the proactive integrity reviews as well as on the nature of future collaborations. The event also included panel discussions by Ethics Directors from the three Offices and provided a valuable networking opportunity for RBA oversight staff from both audit and investigations.

51. Another area for RBA collaboration concerns the improvement in environmental practices and reporting in the Issues Management Group on Environmental Sustainability Management. In collaboration with UNEP, the RBAs environmental focal points have delivered interagency guidance and innovation for energy efficiency, sustainable waste and water management, sustainable procurement and environmental management systems. The collaboration also focuses on alignment of environmental governance systems, carbon management and capital expenditure strategies for environmental sustainability management. In June, the agencies joined forces in a campaign linked

to the World Environment Day theme “Beat Plastic Pollution”. The RBAs, Bioversity International and IDLO also organized the fourth edition of Clean Up Rome.

### **The Way Forward**

52. The RBAs have resolved to continue to use every opportunity to engage in coordinated actions as the lead group of agencies within the UNDS to deliver SDG2 and the broader 2030 Agenda – and, now, also in recognition of, and response to, the UN Reform. The call for achieving demonstrable enhanced efficiencies is goading the RBA management and teams at all levels to proactive look for collaborative actions which can help achieve greater value for money and better joint outcomes on the ground.
53. We undertake to advance new strategies and new programmes and activities that are in line with our mutual strengths and expertise, building on the technical skills and complementary operational modalities of each agency, with a view to achieving greater effectiveness and efficiency.
54. We will further explore various innovative funding modalities for RBA collaborative efforts at all levels. For instance, the Canada funded Resilience initiative can be replicated by others, leveraged and expanded, through strengthened advocacy, sharing of lessons learnt, and good practices emerging from this collaboration.
55. The RBAs will continue to advance collaborative activities at all levels, with each other and within the larger UN System, and in line with the ongoing UN Reform efforts. The RBAs will seek to continue to analyse opportunities and challenges related to collaboration, and further develop good practices and lessons learnt.
56. The RBAs are working on developing indicators to assess the results of RBA collaboration beyond reporting on inputs and outputs. This will better capture the depth and quality of collaboration at all levels, both in quantitative and qualitative terms.
57. In concrete terms, FAO, IFAD, and WFP will continue exploring and developing joint programming and strategies at the country level (in a consultative manner across the UNCTs) and in line with the UNDAF (as the principal planning and implementation framework) and, thus, aligned with the national priorities of the Member States. An action plan will be finalized which will represent concrete activities towards the implementation of the RBA MoU.
58. It is recognized that the pursuit of collective outcomes can be challenging in the diverse country contexts the RBAs are operating - it requires coordination in joint policy dialogue and full engagement around conception, planning, analysis, programming/designing and implementation. As the RBAs have already embarked on developing collective outcomes, they will share their experience (through the HLCP and HLCM) with the rest of the UNDS which is repositioning and equipping itself under the reinvigorated RCS – towards leveraging the UNCTs.

## ***ANNEX I: Case Study-RBA Collaboration in Niger and Regional Approach in the Sahel***

### **Responding to the challenges facing the Sahel Region Building on existing regional approaches and strengthening collaboration among Rome Based Agencies (RBAs)**

#### **Background**

1. Agriculture, including both livestock and crop production, is central to the economic development of the Sahel and provides the bulk of employment. Given ancient and vivid trade routes from the Sahel to coastal countries, pastoral systems are essential to the regional economy of Africa's drylands. About 70% of the entire population and 80% of the poorest depend on the agricultural sector for their livelihoods.
2. The region has among the highest poverty rates in the world and is regularly in the spotlight due to famines, instability, terrorism and illegal trafficking. The population of the Sahel is expected to rise from 140 million people to 330 million in 2050, with a doubling of the number of young people. Warming projections under medium climate change scenarios indicate that extensive areas of Africa will exceed a 2 degrees Celsius increase by the end of this century. These trends are two of the root causes of the current crisis in the drylands, which generate conflict over scarce natural resources (including land and water) between pastoralists and sedentary households involved in crop production.
3. Growing discontent about the absence or weakness of state services is a third factor. This discontent, combined with poverty, hunger and lack of economic opportunity, has been exploited by armed groups that have grown in importance in the Sahel where the authority of the state and traditional leaders is now often disputed.
4. The creation of better and safer livelihoods for the people of the Sahel and long term sustainable development requires investing both within and beyond agriculture. Strengthening the capacity of state institutions to serve the needs of rural communities in the Sahel, regardless of gender, age, ethnic origin and livelihood, will be instrumental in curbing poverty, instability and insecurity. Pastoralists and other historically disenfranchised communities need to be considered as key actors and part of a lasting solution to ensure the stability of the drylands. Their engagement in policy and decision-making processes is essential to understand and address their marginalization and grievances.
5. Responding to humanitarian needs and building the resilience of pastoral, agro-pastoralist and sedentary communities to climate variability and uncertain security is essential, including addressing the issues of access to land, land use (cropping vs livestock production), pasture management and controlling livestock and plant diseases. However, this response needs to be part of a broader approach to the long-term development of the drylands of Africa that includes diversification from pastoralism and primary production in agriculture. The six priority areas for intervention of the Sahel Alliance (for the G5 Sahel<sup>3</sup>) reflect a shift towards a more integrated approach: 1) agriculture, rural development and food security; 2) decentralization and basic services; 3) employability of young people; 4) governance; 5) energy and climate; and 6) internal security.

#### **RBA Partnerships**

6. Despite the significant attention paid to the Sahel in the context of crisis and conflict, far greater knowledge and understanding of the different long-term development pathways is required, taking into account contextual specificities and developing tailored solutions across the region.

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<sup>3</sup> Burkina Faso, Chad, Mali, Mauritania, and Niger

7. The RBAs can contribute to these international efforts through a combination of collaboration among the three agencies and with other actors, from within and outside the UN System. This includes strengthening partnership and cooperation with regional organizations such as:

- The G5 Sahel (Burkina Faso, Chad, Mali, Mauritania, Niger), an institutional framework for coordination and cooperation in development policies and security matters in West Africa. Senegal also works in close cooperation with the G5 Sahel.
- The Permanent Interstate Committee for drought control in the Sahel (CILSS), composed by 13 countries: Benin, Burkina Faso, Cape Verde, Chad, Gambia, Guinea, Guinea-Bissau, Ivory Coast, Mali, Mauritania, Niger, Senegal and Togo

#### **RBA collaboration in the Sahel Region**

8. The RBAs are implementing a number of programmes and initiatives that could be integrated and scaled up to address the diverse challenges facing the region, in support of governments and their efforts to operationalize inclusive rural transformation strategies and programmes in the Sahel. The following is a set of potential regional initiatives in which RBA are participating which could be enhanced.

- Strengthening the resilience of pastoralist livelihoods. Support to the development of resilient pastoralism in the Sahel is a prerequisite. The project aims to strengthen the resilience of young pastoral farmers and contribute to stability in the region. Furthermore, the G5 Sahel, FAO and WFP signed a LoA to better coordinate and operationalize interventions in the region including training in animal health and production, integrating pastoral field school and pastoral education approaches, pasture management and livestock management.
- **Diversification of economic opportunity beyond the farm.** RBAs will focus on technical assistance and investment both within and outside pastoralist and agro-pastoralist systems in rural development and the diversification of opportunities. Fostering the creation of added value to primary products in secondary towns of the drylands will open opportunities for diversification and employment outside livestock production. This requires a safe and business conducive environment, as well as an educated and skilled workforce. Education, including vocational training, for children in pastoral and agro-pastoral communities is essential to build the human capacity to foster entrepreneurial initiatives.
- **Improving animal health and government services.** Elimination of a disease that causes heavy losses for pastoralists is essential. For instance, the PPR Eradication Programme focuses on both the elimination of a disease as well as the reinstatement of government services in the drylands. Veterinary services and rural extension services serve as an entry point for dialogue between pastoralists and the state. The One Health approach reaches its full potential in pastoral areas where addressing one disease of high significance to pastoralists, such as PPR, can become a conduit for addressing other animal and human health related matters within pastoral communities. Moreover, WFP is leading the Pandemic Supply Chain Network in which FAO is engaged by supporting global efforts for pandemic preparedness and response.

i. Combating Desertification and restoring livelihoods. Plant and animal production systems in the Sahel are deteriorating and affected by desertification and land degradation, rendering communities' livelihoods and food security vulnerable in the face of increased weather extremes and climate change.

- **Africa's Great Green Wall initiative (GGW)** has the potential to transform the lives of millions of people in the Sahel. The initiative is led by the African Union to combat the effects of climate change and desertification, and address food insecurity, poverty, and rural development. By 2030, the GGW aims to restore over 100 million hectares of currently degraded land, which will in turn create 10 million jobs. All country action plans for the GGW include large-scale restoration of

agro-sylvo-pastoral systems, which combine arable farming, livestock and tree-based production, as one of the highest priorities. The programme promotes large-scale restoration for small-scale farming, and places communities at the heart of restoration. The GGW can serve as a platform for further integrated collaboration of all three RBAs, where good practices are exchanged in order to boost climate change mitigation and resilience.

ii. Improving access to water through water harvesting and storage in the rainy season for use in the dry season. The RBA have launched the project "One Million cisterns for the Sahel" to promote simple and cost effective solutions for rainwater collection and storage for vulnerable households and communities.

- **Access for drinking water and farm water remains essential.** The training of local communities on the construction, use and maintenance of cisterns and on water management techniques will be combined with capacity development on climate change in agriculture. Furthermore, the project will bridge to existing social protection systems while providing climate-smart agricultural inputs.

iii. Strengthening the resilience of the livelihoods of vulnerable communities. The RBA have launched a multi-country initiative to support sustainable livelihoods enhancement and diversification in different contexts affected by protracted and recurrent crisis across Africa (including in Niger). The programme's design combines the tools and approaches for resilience (planning, programming, measurement). In Niger, for instance, WFP's Food Assistance for Assets which integrates nutrition objectives is combined with FAO's Farmer Field Schools and Dimitra Clubs and IFAD's support to infrastructure and farmer organizations to sustainably increase the resilience of rural communities' livelihoods.

iv. Integrating shock responsive social protection with rural development. The RBAs can improve coordination of social protection programs with current government systems, fostering adaptation and scaling-up for crisis response. The RBAs can carry out joint planning, design, needs and risk assessments based on their respective tools; strengthen social registries; invest in exchange of expertise and information among humanitarian, development and government actors; and promote synergies between social protection systems and new technologies for aid delivery, as well as early warning and early action systems.

v. Strengthening peace-building and social cohesion. Enhancing and strengthening social cohesion and empowering youth, women, and vulnerable cross border pastoral and agro-pastoral communities, is critical to peace building and conflict prevention.

- **Promoting youth employment:** is an essential component for peace building and a suitable alternative to migration. It is essential to provide rural youth with a sustainable alternative to migration, thereby maximizing their positive contributions in the countries. The RBA are supporting a range of youth employment initiatives for instance, strengthening the resilience of mobile populations and vulnerable communities in G5 Sahel countries in collaboration with IOM, ILO and UNESCO. *Youth Employment in Agriculture Programme (YEAP)* have focused on preventing youth from becoming radicalized and joining armed groups. Youth and women involvement in local peace-keeping initiatives through education, community awareness-raising and social cohesion contribute to curbing the spread of extremism.

vi. Fostering rural women's' economic empowerment. The RBA have joined forces with UN Women to implement Joint Programme on "Accelerating Progress toward the Economic Empowerment of Rural Women".

- Programmes aim to generate lasting improvements in rural women's wellbeing, with particular focus on four areas: improved food and nutrition security; increased incomes to sustain livelihoods and create wealth; enhanced participation and leadership in rural



institutions/organizations; and, more gender transformative policy environments, through catalyzing policy and legislative reforms.

### **Future Steps: Scaling Up and Documenting Good Practice -Translating the RBA MoU into Action**

9. The joint Rome-based Agencies Canada Resilience Initiative started in March 2017 - a solid collaboration that can be pursued and scaled up. The important partnership that is being consolidated in DRC, Niger and Somalia, thanks to Canadian funding, contributes directly to key priorities of the RBAs.

10. These include, amongst others: (i) responding to immediate needs while strengthening long-term resilience to shocks and stressors, (ii) implementing the triple nexus of humanitarian-development-peace, (iii) addressing the root causes of conflict, insecurity and migration, (iv) supporting private sector role in economic development, (v) promoting gender equality and women's empowerment.

11. This Resilience Initiative also signals support to the UN reform agenda as it contributes to promoting the collaboration between UN agencies and particularly between the RBAs and provides a model for others. It challenges traditional models, approaches and partnerships to deliver development impact at scale through closer collaboration. Importantly the programme converges and builds upon the mandates and comparative advantages of the RBAs bringing together the various tools and methodologies to maximize coherence of the response.

12. Consequently, in line with the RBA MoU, and in the spirit of RBA collaboration, two concrete actions could be taken up over the next 12 months:

- Leveraging, expanding and scaling up this "signature" partnership: This can be done through strengthened advocacy at global level (e.g. Global network against food crises, jointly launched by WFP Executive Director and FAO Director-General), through joint resilience programming missions (also with other partners) and meetings with other potential resource partners at field, country and global levels. As part of this partnership, and alongside the RBAs, Canada has a key role to play in being a champion and showcasing the good work achieved through this Initiative.
- Documenting the good practice to facilitate RBA collaboration and programming in other countries and regions. The programme can be considered a model for future RBA collaboration. Therefore it could be proposed to systematically document and disseminate good practice and lessons learnt in order to support other countries in embarking on RBA collaboration. This includes good practice in terms of joint programming, planning, implementation in order to show the added value of RBAs working together simultaneously on short and longer term gender sensitive actions, contributing to the achievement of collective outcomes and sustainably addressing food crises in fragile contexts. (For example in DRC the programme carries out joint analysis and planning through the Three Pronged Approach, joint targeting, joint impact measurement through the Resilience Index Measurement Analysis and joint activities e.g. Food assistance For Assets (FFA), Farmer Field Schools, Club Dimitra, Saving and Loans schemes, rural finance, sustainable production and management of natural resources, supporting farmers' organization, improving value chain including through P4P, etc.
- Identification and documentation of such good practices brings a key contribution to the Global Network Against Food Crises.

## ***ANNEX II: Country / Regional Level Collaboration***

### **1. Afghanistan**

The National Zero Hunger Strategic Review was co-sponsored by FAO, UNICEF, and WFP. The Regional Directors of each agency joined the Lead Convener His Excellency Hedayat Amin Arsala, former Vice President of Afghanistan, to launch the report. The three agencies are also co-funding a Secretariat for the Afghanistan Food Security and Nutrition Agenda, which is the inter-ministerial body charged with overseeing policy coherence and implementation of the Strategic Review recommendations.

### **2. Association of Southeast Asian Nations (ASEAN)**

FAO, WFP, ILO, UNICEF, and the United Nations Office for Disaster Risk Reduction and with the support of European Commission Directorate-General for Humanitarian Aid and Civil Protection, is developing a joint project to strengthen capacity of ASEAN member states to develop risk informed and shock responsive social protection systems. The specific objective of the initiative is to improve availability of policy and operational options for ASEAN member states to strengthen shock-responsiveness of social protection systems including reference to (i) design options, (ii) financing and (iii) scale-up triggers. The main activities include: an ASEAN-wide study of existing social protection systems and policy options; in-depth country analyses in Cambodia, Myanmar, Viet Nam and the Philippines; country-level roadmaps in selected countries to strengthen early warning systems to trigger shock-responsive social protection, and; ASEAN guidelines on risk-informed and shock-responsive social protection.

### **3. Central African Republic**

FAO and WFP worked closely in 2018 to provide technical support to the Government to prepare the National Food Security and Nutrition policy document. FAO and WFP jointly coordinate the food security cluster and ensure that adequate information sharing among the members is established, including regular consultation in preparing strategic and/or resources mobilization documents for the cluster. In addition, FAO and WFP jointly carried out a National Food Security Assessment, the Integrated Phase Classification Exercise in March 2018, and participated in the interagency rapid food security assessments undertaken in some of the hot spots across the country.

### **4. Dominican Republic**

The RBAs are working on a resilience initiative with the Ministry of Economy, Planning and Development for the improvement of governance and resilience to climate-related shocks at local level, with particular emphasis on the southern part of the island. Within the framework of joint actions, FAO and WFP communication teams are working very closely to give visibility to their partnership through joint products such as invitations, press releases, articles, newsletters, brochures, banners and others. FAO and WFP are working together with the Ministry of the Presidency for the implementation of the Law on Sovereignty, Food, and Nutritional Security and have jointly supported and promoted national activities for identifying and fighting gender gaps for food security.

### **5. Honduras**

FAO and WFP collaborated in the elaboration of the regulation of the School Feeding Law. WFP brought together key stakeholders for consultations, while FAO worked with lawyers and lawmakers in the drafting of the document. The document has been submitted to the Minister of the Secretary of Development and Social Inclusion (SEDIS) for comments. FAO and WFP are reinforcing partnership and advocacy through a Food and Nutritional Security Network. The increased coverage of food security monitoring and an effective targeting will support SGD2.2 monitoring by advocacy-assistance to the government to include food security in national surveys. IFAD is preparing a proposal for the PROINNORTE project that supports 15,000 smallholder producers. The proposal

includes WFP as a partner to support linkages between small holder farmers initiatives and national social protection programs.

#### 6. Indonesia

The RBAs work primarily in strengthening the capacity of the Government of Indonesia to achieve its development goals. In the area of food and nutrition security, this comes in technical assistance to increase Government capacity in reducing food and nutrition insecurity using evidence-based approaches. The RBAs also worked together with the Food Security Agency of the Ministry of Agriculture, Bureau of Meteorology, Climatology and Geophysics to enhance Government capacity in policy making linked to food and nutrition security in the country. As a result of continuous advocacy, a Presidential Regulation was issued which highlighted the importance of food security analysis for evidence-based targeting in food-insecure areas, and the need to strengthen the capacity of sub-national governments in food security and nutrition surveillance.

#### 7. Iraq

FAO and WFP are co-leading the Food Security Cluster and Food Security Sector to ensure adequate coordination and monitoring of food security situation and maintain an effective, accountable and coordinated response through evidence based interventions to Internally Displaced Persons (IDPs), returnees, host community, refugees and other vulnerable community members. There were discussions on the designing of a joint resilience programme on supporting returnees with food packages, agriculture inputs and CfW (cash for work) as a first step.

#### 8. Madagascar

The RBAs in Madagascar have focused their collaboration at three main levels: strategic and policy dialogue to better integrate food and nutrition in national policy and decision-making process; operational level; and emergency level. In 2016, Madagascar won the UN Rome-based Agencies Award of Excellence for Country-Level Collaboration as a result of their collaborative efforts and achievements on all three levels. This approach has been catalytic in strengthening the capacities of households and communities to improving their food and nutrition security, through an increased agricultural production and processing of agricultural products, post-harvest techniques and approaches; improved access to markets and diversification of sources of agricultural income, as well as strengthening rural infrastructures such as small scale irrigation facilities.

#### 9. Mauritania

FAO, IFAD and WFP were part of the steering committee which oversaw and validated the National Zero Hunger Strategic Review (ZHSR) in December 2017. WFP and IFAD have engaged in bilateral discussions to seek operational synergies, following the recent approval of the IFAD's COSOP. Both agencies are working on the elaboration of a country-level MoU and intend to promote large-scale integrated community-based resilience packages. The implementation of complementary interventions within the same localities will be sought between IFAD's small community-based infrastructure programmes (PASK II and PROGRESS) and WFP's broader resilience package including food for assets (FFA), school meals and food and nutrition assistance. Opportunities for joint programming will be identified through participatory planning (three pronged-approach). A mapping of IFAD-WFP common areas of intervention is underway. Under the 2018-2022 Sustainable Development Partnership Framework, FAO and WFP committed to focusing on "convergence zones". Both agencies agreed to leverage their common geographic prioritization criteria and comparative advantages to layer their interventions in the same localities and achieve greater impact. This approach is a concrete operationalization of the RBA resilience framework and is in line with the UN Integrated Strategy for the Sahel (UNISS) and its support plan. FAO and WFP are working on the elaboration of a country-level MoU.

#### 10. Middle East - North Africa Region

In October 2017, FAO and WFP signed a regional partnership agreement, focused on supporting and strengthening information exchange, policy and programme cooperation, and the development of operational partnerships at the country level. As part of the ongoing operationalization of the agreement, FAO and WFP (together with ESCWA, WHO, UNICEF and the League of Arab States (LAS)) relaunched the Arab Regional Coordination Mechanism Working Group on Food Security, a reinvigorated regional platform for collaboration and dialogue on food security and nutrition that aims to deliver a biannual review of food security and nutrition issues. FAO and WFP are working closely together to support LAS with a new subcommittee on SDG2. FAO and WFP work together on the WFP Regional Initiative for School Meals and Social Protection and will collaborate on school meals advocacy at the 2018 Global Child Nutrition Forum in Tunisia.

#### 11. Nepal

The “Accelerating progress towards rural women economic empowerment” joint programme (JP RWEE), initiated in 2015, with FAO, IFAD, UN Women, and WFP, aims to advance rural women’s empowerment through supporting the relevant Ministries. With an analysis of the lessons learned and results achieved in 2017, and recent new restructuring in the country’s governance system, the JP RWEE in Nepal will focus on empowerment of rural women in the context of the federalism in Nepal. During the programme cycle from June 2018 to September 2019, the JP RWEE will focus on: 1) enhancement of technical capacity of rural women including enhanced knowledge on nutrition sensitive activities and disaster preparedness; 2) increased opportunities to access to markets; 3) leadership capacity of rural women; and 4) changes in social norms and behaviours. Planned interventions will directly support 2,330 rural women farmers who are existing JP RWEE participants in the two focused districts (Sarlahi and Rautahat), aiming at deepening the impact of results/changes which are envisaged as a result of the JP RWEE’s support. It also aims to involve and influence a total of 12,349 family members of rural women including 1,000 men and boys.

#### 12. Pakistan

FAO and WFP have managed to recently successfully engage in a strong partnership at policy, program and operational level. At program level, the collaboration has resulted in an approved joint Central Emergency Response Fund (CERF) project in FATA, where social protection and nutrition interventions by WFP complement the agriculture resilience and revitalization interventions of FAO in an innovative way to provide integrated Critical support to ensure food security and agriculture based subsistence livelihoods for recently returned families to the Tribal Districts of Kyber Pakhtunkhwa Province.

#### 13. South Sudan

FAO and WFP are working together for an integrated emergency response. Collaboration, including with UNICEF, centres around rapid emergency response; food security, WASH, nutrition information and analysis; and community resilience building. FAO and WFP have conducted joint interventions as well as needs assessments in some of the most food-insecure, conflict-affected areas of the country. This includes the Food Security and Nutrition Monitoring System (FSNMS), which reached an unprecedented level of coverage since the war began, including some of the hardest to reach, most remote and conflict affected counties. Within the Partnerships for Resilience and Recovery (PfRR), FAO and WFP are working together as part of a wider group of stakeholders to restore and diversify community livelihoods, promote sustainable crop and livestock production and strengthen community and inter-communal resource sharing and management practices. Activities have been ongoing in Aweil, and a Joint Programme on Recovery and Resilience has been launched in October 2018. FAO, UNDP, UNICEF and WFP are also closely collaborating through the Resilience Measurement and Monitoring Unit (RAMMU) to develop a harmonized and coherent resilience measurement system. An action plan has been developed, which will include amongst other items training for capacity building. FAO and WFP are discussing together with UNICEF a proposed

approach to apply the “DRC model” in South Sudan. Through the proposed project, FAO, UNICEF, and WFP intend to strengthen the resilience and livelihoods of the beneficiary communities by rehabilitating production systems, promoting nutritional and social safety nets and good dietary practices, improving delivery of basic services and supporting social cohesion.

#### 14. Sri Lanka

IFAD, WFP and IFPRI experts are supporting a nutrition-sensitive strategy for WFP’s country strategic plan. IFAD works with WFP developing a framework on how beneficiaries of WFP Food for Asset programme could graduate to benefit from the IFAD-funded programme being linked to agricultural markets. Country strategies continue to embrace collaborations with the UN Nutrition Network, Sun Business Network, including with UNICEF, which will support the government to enhance its school meals programme and improve nutrition through the implementation of a Multi-Sector Action Plan for Nutrition.

#### 15. The Sudan

In May 2017, FAO and WFP signed a Country-Level Declaration to enhance the sustainability and impact of their country programme interventions.

FAO and WFP are jointly working to increase production and reduce post-harvest losses of nutrient-rich foods while facilitating diversification of production. FAO and WFP are jointly piloting a hydroponic production system for forage as an option to improve livelihoods of internally displaced people in Darfur.

#### 16. Timor-Leste

FAO, UNFPA, UNICEF, UN Women, WFP and WHO, donors and local partners will support the Ministry of Health and the National Council for Food Security and Nutrition (KONSSANTIL) to accelerate progress towards the implementation of prioritised nutrition-specific interventions established by the national nutrition strategy and Zero Hunger Challenge Plan of Action. The close working relationship between FAO and WFP supports the government in setting priorities for achieving the goals set out in these plans.

#### 17. Turkey

FAO and WFP together with UNDP, are exploring the possibilities to develop a joint proposal supporting the transition to more conditional assistance for the mainly Syrian refugees in Turkey. The plan is to institutionalise a CFW/CFA programme within the existing government system, enabling beneficiaries to be potentially employed in agro-forestry activities, such as sapling production, afforestation and erosion control activities. The aim is to enhance the resilience of the beneficiaries by improving their vocational skills and broadening their work experience while, at the same time, contribute to achieving the national targets of the country for climate change mitigation and adaptation in agriculture.

#### 18. Vulnerability Analysis and Mapping Platform for Regional Emergencies (VAMPIRE)

FAO, WFP and Pulse Lab Jakarta developed the Vulnerability Analysis and Mapping Platform for Regional Emergencies (VAMPIRE), an online dashboard which measures the impact of El Niño in Indonesia. Now installed in the Office of the President of the Republic of Indonesia’s situation room, this tool has since been used to support emergency responses in Cambodia, Papua New Guinea, Timor-Leste, and Vietnam. Throughout 2018, FAO and WFP alongside Pulse Lab Jakarta will work to further adapt this online dashboard to be replicated in other countries in Asia and the Pacific region.

### ***ANNEX III: Global Level & Thematic Level Activities***

#### **1. Climate Change**

FAO, IFAD and WFP organized two joint events on the Koronivia Joint Work on agriculture and on Finance during the UNFCCC session in May 2018. At CFS45 FAO, IFAD, and WFP jointly organized a side event on strengthening the link between climate change and food security, including aspects of soil carbon, soil health, soil fertility in grasslands and croplands as well as integrated systems and management.

#### **2. Gender**

The RBAs continue to support women's rights in rural areas, and together with UN Women, continue to implement the Joint Programme on Rural Women's Economic Empowerment. In the age of 'big data', FAO and WFP are collaborating with Gallup in the construction of the 'gender equality for food security' (GE4FS) measure. Implemented through the Gallup World Poll, and tested in seven countries in 2018, the GE4FS measure demonstrates the direct links between gender equality, empowerment and food security."

#### **3. The Global Food Security Cluster (gFSC)**

The gFSC which is co-led by FAO and WFP, is committed to saving lives through the effective coordination of food security responses in major emergencies, and in 2017 supported some 30 in-country Food Security Clusters. FAO, WFP, and other United Nations agencies and international organizations, non-governmental organizations, civil society, resource partners and government representatives work closely together to assist needy people with the objective of reaching as many people as possible. During 2017, gFSC coordination efforts involved more than 1,700 partners at the country level, more than half being national entities. The inter-cluster working group co-hosted by the gFSC with the Global Nutrition Cluster, supports partners to enhance nutrition outcomes. At the start of 2017, more than 108 million people in emergencies were classified as severely food insecure and 78.6 million people were targeted through Humanitarian Response Plans. At gFSC supported main operations in Bangladesh, the Democratic Republic of the Congo, Iraq, Nigeria, Somalia, South Sudan, the Syrian Arab Republic and Yemen, where food, agriculture and livelihood assistance was provided to over 25 million people.

#### **4. Monitoring Food Security in Countries with Conflict Situations**

FAO and WFP provide the UNSC with an overview of the numbers of people in acute need of emergency food, nutrition and livelihood assistance in 22 countries/territories affected by conflict. The report is produced in the context of the Global Network against Food Crises, a multi-partner initiative committed to bringing sustainable solutions to food crises through enhanced and shared food security analysis and strengthened coordination for evidence-based responses across the humanitarian-development-peace nexus. It analyses the factors driving food insecurity and examines if those factors are a consequence of conflict and/or if they are driving further tension. As the UNSC acknowledged in a recent landmark Resolution 2417 (2018), armed conflict and hunger are intrinsically linked. People embroiled in or displaced by war are rarely able to access the food they need to live healthy and active lives – and the inability to grow or buy enough food can cause or exacerbate tensions and even create conflict. This report highlights implications for response and resource allocations to address the vicious cycle between armed conflict and food insecurity.

#### **5. Shock-responsive social protection**

FAO and WFP are supporting the development and strengthening of risk-informed social protection systems and appropriate arrangements for responding to shocks with DFID, the EU, UNICEF and other development partners. FAO and WFP have explored the conditions under which existing systems may be used to effectively respond to crises while enhancing the capacity of the most vulnerable to adapt, withstand and transform in the event of multidimensional shocks. Jointly, this

involves mainly global-level engagement, such as the International Conference on Social Protection in Contexts of Fragility and Forced Displacement, which both agencies supported, and an informal coordination group, through which FAO, WFP and other institutions work together.

#### 6. United Nations Decade of Family Farming

In December at the UNGA, the Resolution proclaiming a United Nations Decade of Family Farming (2019-2028) was adopted unanimously. The Resolution calls upon FAO and IFAD to lead the implementation of the Decade in collaboration with other stakeholders, as appropriate, and report to the UNGA on progress on a biennial basis through the UN Secretary-General. FAO and IFAD are working closely to develop an Action Plan, along with the organisation of an international conference on family farming in early 2019 to launch the Decade. In support of the latter, as an RBA initiative, FAO will host an international symposium on agricultural innovation for family farmers in November 2018.

## **ANNEX V: Corporate Services**

### **1. Organizational Resilience Management**

The three RBAs maintain regular contact and the latest meeting between the three agencies took place at IFAD in August 2018. Focal points reviewed the revised draft Organizational Resilience Management System MoU. This agreement inter alia provides for utilization of respective premises in cases of incidents disrupting critical functions of one or more of the partners, as well as for joint preparedness training.

### **2. Treasury Services**

The RBAs participate in an investment committee where knowledge and best practices are exchanged. FAO, IFAD and WFP also collaborate on joint procurement of treasury services, including most recently custodial bank negotiations, selection of external investment managers where there are similar needs and an asset allocation study on long-term investments. The agencies also participate in the UN Working Group on Common Treasury Services, which helps coordinate collaboration on foreign exchange, banking, investments and payment services.

### **3. Common Commissary Services**

In 2017, the FAO and WFP outlets of the Commissary were closed, because serious deficiencies and liability issues had been identified in relation to the business model as it was hitherto applied. FAO and WFP have engaged in discussions with IFAD, which has an online and 100% outsourced Commissary business model. A high-level meeting between the RBAs took place in September 2018. FAO and WFP are currently discussing the Commissary options and the specific requirements with the Government of Italy.

### **4. Corporate Airfare Agreements**

The RBA's continue to conduct joint negotiations with airlines for corporate airfares on all major airlines. Based on the joint purchasing power of the 3 agencies, the conclusion of global agreements has been expanded to include most of the key airline partners that are used for official travel, in support of cost efficiencies in the decentralized offices. The RBAs are exploring future collaboration.

### **5. Hosting agreements at Headquarters level**

In July 2018, a MoU was finalised between FAO and WFP concerning the provision by FAO of office space (i.e. 324 square meters) to WFP, which will pay an annual contribution to cover the related operational expenses incurred by FAO. Based on this agreement, FAO also provides to WFP office maintenance and utilities, basic office furniture, IT infrastructure and services, medical and travel clinic services, security, as well as access and use common areas, such as cafeteria, restaurant, restrooms, and meeting rooms.

### **6. Hosting agreements in the field**

Currently FAO hosts IFAD in eight country offices: Bolivia (2011), Burundi (2014), Egypt (2015), Madagascar (2014), Mozambique (2012), Pakistan (2013), Rwanda (2014) and Sierra Leone (2014). In addition, FAO provides IFAD with office space for storage in Yemen. Since 2015, FAO and IFAD have been sharing joint premises in Ghana offered by the Government. Subsequently all administrative and security expenses for the joint premises are co-shared by the two agencies. It is expected that in the next two to three years IFAD will enter into additional service-level agreement(s) with FAO and/or WFP, thus increasing the level of collaboration among the RBAs in areas such as field security, field security training, general administration, human resources, information technology support. In some countries, IFAD uses FAO host country agreement to extend privileges and immunities to its staff and operations. WFP liaises with IFAD and FAO facility managers for common services agreements including maintenance, printing services and, in general long-term agreements regarding the management of premises. Currently WFP hosts FAO in 9 countries: Chad, Democratic



Republic of Congo, Guatemala, Kenya, Niger, Philippines, South Africa, Turkey and Zimbabwe. WFP hosts IFAD in 3 countries: Nepal, South Africa and Niger. Moreover, WFP has very often, and where feasible, shared premises with IFAD and FAO at national and subnational level.

#### 7. Human Resources

Regarding Human Resources, the three HR Directors have monthly meetings to discuss strategic collaboration and alignment in the area of HR management. HR Policy Officers in the three RBAs actively collaborate in ensuring HR policies are aligned as much as possible between the three agencies. In the past two years, they have worked closely on the new compensation package for Professional and higher category staff, which was introduced in phases between 2016 and 2018, and on the discussions on changes in Post Adjustment following the Salary Survey in Rome, with the parallel introduction of common mitigating measures. Language and office skill testing, Pension and Health and Life insurance, also continue to be areas of strong collaboration and exchange between the three organizations. Lastly, the Medical Services of the three RBAs have been collaborating through exchanges of experience and knowledge, leveraging on economies of scale to achieve efficiency and effectiveness for the RBAs employee health protection and promotion.

#### 8. RBA web site

The RBAs continue to utilize the joint website, which is hosted by IFAD, as a tool to raise awareness and share information on joint activities.

#### 9. Shared project-related data management platform

Based on the increasing interest from FAO country offices ( e.g. Bangladesh, Somalia, Iraq, the Gambia, among others) to explore the possibility of using SCOPE, i.e. WFP's corporate beneficiary and transfer data management platform, to register project beneficiaries, manage their data and track assistance (particularly cash based transfers). A bilateral FAO-WFP agreement is currently under discussion and should be ready in the fourth quarter of 2018.

#### 10. Shared IT infrastructure

RBA collaboration may be developed in relation to the Security Operation Centre (SOC), with which FAO has recently signed a service contract. These services could very well be shared with the other two RBAs. There is also potential for collaboration in the area of travel and expense management, but for this to be possible the related policies and procedures of the three agencies should first be harmonized. Finally, both FAO and WFP are taking steps to move to a cloud-based system, utilizing complementary contractual arrangements/initiatives to build common elements that will facilitate in-house knowledge management, common services, monitoring, joint training, etc.

#### 11. Shared IT security

The respective Chief Information Officers and the IT Security Officers are therefore in close contact to articulate a common and shared RBA approach to IT security. With IFAD, this has led to collaboration in relation to the above-mentioned FAO/SOC contract, which was piggy-backed by them and whereby their experience in Endpoint Detection and Response was beneficial to FAO.

#### 12. Other potential areas for collaboration

Several other potential areas for increased collaboration have been explored. For example, IFAD and WFP have demonstrated interest in FAO's Shared Services Centre in Budapest, while WFP's vehicle leasing program operated from Dubai, as well as their chain of (80+) guest houses all over the world offers interesting opportunities for FAO.