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Investing in rural people

Collaboration among the United Nations Rome-based agencies: Establishing a baseline and charting the way forward

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Abbreviations and acronyms

CFS	Committee on World Food Security
FAO	Food and Agriculture Organization of the United Nations
GIS	geographic information systems
RBA	United Nations Rome-based agency
TCI	Investment Centre Division
WFP	World Food Programme

Collaboration among the United Nations Rome-based agencies: Establishing a baseline and a way forward

A. Background

1. At its session in September 2015, the Executive Board considered Management's report on the status of collaboration among the three United Nations Rome-based agencies (RBAs): the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD) and the World Food Programme (WFP) (EB 2015/115/R.23). The Board recognized that despite the distinct mandates and business models of the three institutions, there was strong cooperation and collaboration among the RBAs. The Board encouraged IFAD Management to continue to deepen its collaboration with its sister institutions in Rome.
2. Management assured the Executive Board of its commitment to IFAD's collaboration with FAO and WFP. In order to enable it to assess progress being made on such collaboration in the future, Management undertook to present to the Board, at its December 2015 session, a document on the status of cooperation. The document was to serve as a baseline and include a section outlining the prospects for future collaboration.
3. In line with this commitment, this document presents information on the current status of collaboration among the three RBAs and charts a way forward. Section B sets forth the broad features of collaboration. Section C contains a discussion of RBA collaboration on policy and advocacy at global, regional and country levels. Section D identifies the multistakeholder platforms, global forums and networks the RBAs have used to promote collaboration. Section E discusses major joint activities and section F provides an overview of the way forward. This document has been prepared in consultation with FAO and WFP and draws on recent reports prepared by those institutions.¹

B. Broad features of collaboration

4. Collaboration among the RBAs is quite extensive and ranges from cooperation at the global level on policy and advocacy issues – for example, cooperation on setting the post-2105 agenda – to collaboration at the country level on specific development or emergency issues. A recent example of collaboration among the RBAs was the 42nd session of the Committee on World Food Security (CFS), held from 12 to 15 October 2015 at FAO headquarters. The CFS is supported by all three institutions and their collaboration at the meeting was highly commended by all stakeholders.
5. In assessing the broad range of cooperation among the RBAs, the following salient features emerge:
 - Approximately 82 per cent of RBA collaboration takes place between any two of the three agencies;
 - About 18 per cent of the collaboration reported involves all three Rome-based agencies working together;
 - Almost 69 per cent involves collaboration between FAO and WFP, reflecting the high levels of complementarity between their respective programmes;
 - About 18 per cent of collaboration involves FAO and IFAD working together, most commonly through the FAO Investment Centre's support to IFAD programme development and implementation and through IFAD's grant programme (see annex II);

¹ See for example *Update on Collaboration Among the Rome Based Agencies – A WFP Perspective* (WFP/EB.2/2015/4-C/Rev.1) presented at the Second Regular Session of the WFP Executive Board, 9 November 2015.

- Less than 5 per cent of collaboration involved WFP and IFAD, mainly relating to efforts to link IFAD-funded projects with WFP relief and recovery operations and headquarters-level initiatives.
6. The types of cooperation among the three agencies also have some distinct characteristics. Collaboration between FAO and IFAD and between FAO and WFP takes place at all levels (global, headquarters, regional and country), as does collaboration involving all three Rome-based agencies. Cooperation between IFAD and WFP, on the other hand, takes place predominantly at the country level, with the exception of partnerships in specific areas, such as cooperation on weather-based insurance and climate analyses.
 7. In terms of the types of activities that elicit strong collaboration among the RBAs, the following picture emerges:
 - The policy, capacity-building and advocacy cluster, as well as emergency operations, account for approximately 30 per cent of all collaboration;
 - Investment in agricultural and rural development projects accounts for almost 20 per cent of collaboration (mostly between IFAD and FAO);
 - Collaboration on joint administrative services accounts for 13 per cent; and
 - Other types of collaboration, such as South-South and Triangular Cooperation, account for the rest.
- C. Policy and advocacy at global, regional and country levels
8. The RBAs have traditionally worked together to promote policy dialogue on important themes of relevance to agriculture, food security and improved nutrition. At both global and regional forums the three agencies have been remarkably coherent in their messages and in their advocacy of issues of common concern, while approaching these issues from the distinct perspectives of their mandates. Their collaboration has had considerable impact, as their mutually supportive positions have lent synergy to their individual efforts.
 9. The RBAs have similarly worked together in a large number of countries on a broad spectrum of actions, including policy dialogue, joint programme planning and implementation support. Annex II provides concrete examples of country-level collaboration.
 10. In terms of collaboration on policy and advocacy, the year 2015 has been most significant, raising the collaboration of the RBAs to new levels. This is illustrated by the following events and actions:
 - Assistance in setting Agenda 2030: The RBAs collaborated strongly on the global process of defining the post-2015 agenda. They worked together on providing technical and policy support to Member States through the United Nations Technical Support Team to support food security, nutrition and sustainable agriculture.
 - Financing for development: In April 2015, at the second drafting session of the outcome document on financing for development, an RBA side event drew attention to how a financial framework based on the joint think-piece could help achieve the second Sustainable Development Goal (SDG 2). Another RBA side event, Achieving Zero Hunger: The Critical Role of Investments in Social Protection and Agriculture, took place during the conference held in Addis Ababa and was based on the RBA report with the same title.
 - Mobilizing Generation Zero Hunger: The RBAs hosted a high-level side event in September 2015 at the United Nations General Assembly to reaffirm their commitment to the Zero Hunger Challenge.
 - Expo Milano 2015: At Expo Milano the RBAs, under FAO's leadership, organized the World Food Day celebrations around the theme Social Protection:

Breaking the Cycle of Rural Poverty, with strong engagement by all three principals.

D. Multistakeholder platforms, global forums and networks

11. Multistakeholder platforms. Each agency has played a prominent role in the establishment and the hosting of multistakeholder platforms based in Rome. These platforms not only serve as important mechanisms for RBA collaboration (in some cases all or two of the RBAs sit on the advisory committees), but also enable the RBAs collectively to collaborate with a large number of other stakeholders. Some examples of the more prominent multistakeholder platforms are shown in table 1 below.

Table 1

RBA-hosted multistakeholder platforms

RBA	Hosted multistakeholder platforms
FAO	<ul style="list-style-type: none"> • Committee on World Food Security • Global Forum for Agriculture Research • Agriculture Market Information System • Global Agenda for Sustainable Livestock • Global Partnership for Climate, Fisheries and Aquaculture • United Nations Standing Committee on Nutrition
IFAD	<ul style="list-style-type: none"> • International Land Coalition • Indigenous Peoples' Forum • Indigenous Peoples Assistance Facility • Farmers Forum • Platform for Agricultural Risk Management • Financing Facility for Remittances
WFP	<ul style="list-style-type: none"> • Renewed Efforts Against Child Hunger • Scaling Up Nutrition (SUN) Movement • Global Food Security Cluster, Inter-Agency Standing Committee

12. International networks and coordination mechanisms. All three RBAs also engage with a number of international networks and coordination mechanisms, shown in table 2 below. In addition to these, the RBAs also collaborate through a host of other networks such as the Multilateral Development Bank Aid Effectiveness Working Group, the G20 Development Working Group, the Global Partnership for Financial Inclusion, the Microinsurance Network, the United Nations Inter-agency Network on Women and Gender Equality, and the Organisation for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) Gendernet and Gender in Agriculture Programme.

Table 2
International networks and coordination mechanisms

International network and coordination mechanism	Purpose/activity
Global Forum on Agricultural Research (GFAR)	GFAR has provided the most inclusive platform to constituencies in the global agricultural research system to collectively set the international agricultural research agenda and forge partnerships across the public and private sectors. Within GFAR, IFAD is collaborating with FAO and other partners to fill in the “missing middle” between agricultural research, innovation and their impacts at scale in ending poverty and hunger.
Committee on World Food Security (CFS)	CFS has provided an important vehicle for multistakeholder agreements on key topics such as the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forest in the Context of National Food Security or the Principles for Responsible Investments in Agriculture and Food Systems. IFAD supports the CFS Secretariat jointly with FAO and WFP, participates in the Advisory Group and supports selected thematic work streams. This year’s CFS 42 was considered an important milestone. It was the first global United Nations meeting focused on food security and nutrition following the adoption of Agenda 2030 by the General Assembly in New York on 25 September 2015.
Global Donor Platform for Rural Development (GDPRD)	GDPRD, established in 2003, is another platform in which the RBAs participate regularly on the board. Within this network of 38 bilateral and multilateral donors, international financial institutions, intergovernmental organizations and development agencies, the RBAs have joined other donors to promote and share a common vision that agriculture and rural development and transformation is central to poverty reduction, and a conviction that sustainable and efficient development requires a coordinated global approach.
FAO’s Investment Centre Division (TCI)	TCI has long supported the formulation and implementation of IFAD-financed projects and programmes in the field (see annex I).
Second International Conference on Nutrition (ICN2)	ICN2 was held in Rome with a view to accelerating progress in reducing hunger and malnutrition. The conference secretariat, co-chaired by FAO and the World Health Organization and supported by IFAD and WFP in the ICN2 steering committee, prepared the two conference outcome documents: the Rome Declaration on Nutrition and the Framework for Action, which constitutes a flexible policy for addressing nutrition challenges and identifying priorities for international cooperation.

E. Joint activities

13. In addition to their collaboration on multistakeholder platforms and international networks, the RBAs carry out a number of important joint activities. The major ones are shown in table 3 below.

Table 3
Joint activities

Activity	Actions
Weather-based insurance	Using the latest satellite-based information, the weather-based insurance initiative seeks to provide weather index-based insurance for seasonal risks in smallholder agriculture. A number of strategic partners have joined the initiative – the National Aeronautics and Space Administration (NASA) of the United States, the European Space Agency, Swiss Re, the World Bank, the United States Agency for International Development (USAID) and the International Shari'ah Research Academy for Islamic Finance (ISRA). The Weather Risk Management Facility is a joint partnership established in 2008 by IFAD and WFP, and supports initiatives to reduce smallholders' vulnerability to weather and other agricultural production risks.
Climate analyses	Both WFP and IFAD recognize that climate analyses are essential for their work and that cooperation would be both effective and efficient. Joint analyses have started over the past year through coordinated programming, sharing of expertise and other forms of collaboration. Furthermore, WFP's experience with geographic information systems (GIS) and earth observation (EO) has contributed to strengthening IFAD's internal capacities on GIS/EO issues, as IFAD intends to integrate the use of GIS/EO tools more systematically into investment design, monitoring and impact analysis.
UN Women	As in previous years, the RBAs jointly undertook the annual peer review of their United Nations system-wide action plan for gender equality and women's empowerment reports. The RBAs conduct an annual peer review on progress made. A contribution of US\$1.5 million from Norway and a US\$5 million multi-year financial contribution from the Swedish International Development Cooperation Agency have led to a scaling up of activities under the RBA/UN Women joint programme on Rural Women's Economic Empowerment in seven targeted countries.
WFP gender policy 2015 -2020	As reported by WFP to its Board in November, WFP's Gender Policy 2015-2020 was formulated through a consultative and inclusive process with participation by gender officers from FAO and IFAD as part of the external reference group.
Food losses	All three RBAs are also jointly implementing a new project on food losses. The project aims to set up an innovative global reference centre on food losses and to inform national and regional policy through field-level activities in Burkina Faso, the Democratic Republic of the Congo and Uganda.
Social protection	In the context of social protection FAO and WFP recently outlined a joint roadmap for exploring, designing and implementing joint strategies and programmes to support governments and other stakeholders in strengthening national social protection and safety net systems for food security and nutrition, agriculture and rural development.
Purchase for Progress	Since the inception of WFP's five-year Purchase for Progress (P4P) pilot in 2008, exploring the most effective ways of linking smallholder farmers to WFP demand, FAO and IFAD have been core strategic and operational partners. Guided by a June 2008 memorandum of understanding, efforts to strengthen partnerships continue in the post-pilot period. Recent consultations on the P4P programme aim at linking smallholders to institutional and large domestic buyers, including WFP, building on the experiences gained during the pilot phase.
Evaluating SDG 2	The evaluation offices of the RBAs and the Consultative Group for International Agricultural Research (CGIAR) organized a technical seminar on 17 and 18 November 2015 at IFAD headquarters to promote shared understanding on the evaluability of SDG 2 and to identify actions needed to enable its evaluation.
State of Food Insecurity in the World Report	The RBAs collaborate on the State of Food Insecurity in the World Report. The 2015 report analysed progress since 1990 towards Millennium Development Goal 1 on hunger, identifying key factors of success in the fight against hunger and remaining challenges. These findings will inform the transition to Agenda 2030.

F. Collaboration on hosting IFAD country offices

14. In table 3(a), information is provided on the status of IFAD country offices (ICOs) and the office-hosting arrangements that IFAD currently has with the RBAs and other United Nations agencies and development partners. As can be seen in the table, of the 41 ICOs, over 40 per cent are hosted by FAO or WFP – 10 by FAO and 7 by WFP. IFAD expects more offices to be hosted by the RBAs in the future as it expands its country presence and the collaboration among the RBAs is strengthened at the country level.

Table 3(a)
Status of IFAD country offices and office-hosting arrangements with the RBAs, other United Nations agencies and other development partners

Region	ICOs	Country	CPM/CPO-led	HCA	Host institution
ASIA AND THE PACIFIC (APR)	1	Bangladesh	CPO		WFP
	2	Cambodia	CPO	✓	UNOPS
	3	China	CPO		WFP
	4	India	CPM (recruited, EOD second quarter 2016)	✓	WFP
	5	Indonesia	CPM	✓	
	6	Lao People's Democratic Republic	CPO	✓	UNDP
	7	Nepal	CPO	✓	WFP
	8	Pakistan	CPO		FAO
	9	Philippines	CPO		UNDP
	10	Sri Lanka	CPO		WFP
	11	Viet Nam	CPM	✓	UNDP
APR Total			3 CPM-led/ 8 CPO-led	6	10 (5 WFP, 3 UNDP, 1 FAO, 1 UNOPS)
EAST AND SOUTHERN AFRICA (ESA)	1	Burundi	CPM	✓	FAO
	2	Ethiopia	CPM	✓	ILRI
	3	Kenya	CPM (under recruitment)	✓	UNON
	4	Madagascar	CPO	✓	FAO
	5	Mozambique	CPM	✓	FAO
	6	Rwanda	CPO	✓	FAO
	7	Uganda	CPM	✓	UNDP
	8	United Republic of Tanzania	CPM	✓	UNDP
	9	Zambia	CPM	✓	WFP
ESA Total			7 CPM-led/ 2 CPO-led	10	9 (4 FAO, 2 UNDP, 1 WFP, 1 UNON, 1 ILRI)

Region	ICOs	Country	CPM/CPO led	HCA	Host institution
LATIN AMERICA AND THE CARIBBEAN (LAC)	1	Bolivia (Plurinational State of)	CPM		FAO
	2	Brazil	CPO		UNDP
	3	Guatemala	CPM		UNDP
	4	Haiti	CPM		UNDP
	5	Panama	No staff currently outposted-programme winding down	✓	UNDP
	6	Peru	CPM	✓	UNDP
LAC Total			4 CPM-led/ 1 CPO-led	3	6 (5 UNDP, 1 FAO)
NEAR EAST, NORTH AFRICA AND EUROPE (NEN)	1	Egypt	CPM (recruited, EOD second quarter 2016)	✓	FAO
	2	Morocco	CPO	✓	UNDP
	3	Sudan	CPM		UNDP
	4	Yemen	CPO (operations suspended)		FAO (operations suspended)
NEN Total			2 CPM-led/ 2 CPO led	2	4 (2 UNDP, 2 FAO)
WEST AND CENTRAL AFRICA (WCA)	1	Burkina Faso	CPO	✓	UNDP
	2	Cameroon	CPM	✓	UNDP
	3	Côte d'Ivoire	CPM	✓	UNEP
	4	Democratic Republic of the Congo	CPM	✓	UNDP
	5	Ghana	CPM (recruited EOD first quarter 2016)	✓	FAO
	6	Guinea	CPO	✓	UNDP
	7	Mali	CPO	✓	UNDP
	8	Niger	CPO	✓	WFP
	9	Nigeria	CPM	✓	UNDP
	10	Senegal	CPM	✓	UNDP
	11	Sierra Leone	CPO	✓	FAO
WCA Total			6 CPM-led/ 5 CPO-led	11	11 (7 UNDP, 2 FAO, 1 WFP, 1 UNEP)
IFAD Total	41		22 CPM-led 18 CPO-led	32	40 (19 UNDP, 10 FAO, 7 WFP, 1 UNON, 1 UNEP, 1 UNOPS, 1 ILRI)

CPM – country programme manager
CPO – country programme officer
HCA – host country agreement
ILRI – International Livestock Research Institute
UNDP – United Nations Development Programme
UNEP – United Nations Environment Programme
UNON – United Nations Office at Nairobi
UNOPS – United Nations Office for Project Services

G. RBA collaboration on corporate services

15. The RBAs maintain extensive collaboration on corporate services, with a strong impetus in recent years to join resources and work together on a wide range of activities. The main areas of cooperation are highlighted in table 4 below.

Table 4

RBA collaboration on corporate services

Human resources	On 24 November 2014, the FAO and WFP human resources directors signed an agreement on the social security services that FAO provides to WFP international and headquarters General Service staff and to locally recruited field staff, who were transferred to the FAO framework effective 1 July 2014. These services include medical insurance, life insurance, the pension fund and the compensation plan and services. The RBAs have signed the first framework agreement on the recruitment, selection and appointment of General Service staff based in Rome. This will broaden the General Service talent pool in Rome, with staff now considered as internal candidates by all three organizations.
Internal oversight services	Cooperation includes: joint advertisement and management of common audit and investigation consultant rosters; joint selection of outsourced firms for framework agreements; joint auditing of common RBA activities; cross-agency capacity support through staff secondments and joint training.
Joint procurement of treasury services	The treasury departments of the RBAs collaborate through participation in each other's investment committees to share knowledge and best practices. Joint procurement of financial services for the custodian bank; asset liability studies, actuarial valuations and fixed-income mandates have resulted in significant efficiency gains.
Corporate airfare agreements	IFAD continues to lead negotiations on corporate fares on behalf of the RBAs and has recently commenced negotiations for global preferred fares to support decentralized ticketing.
Governance processes	In 2014-2015, the RBAs collaborated on facilitating governance processes. Important activities in 2014 included coordinating the RBAs' calendars of formal and informal meetings; coordinating interpretation and translation services; upgrading the shared terminology portal; sharing experiences with governance methods, systems and technologies; and pooling conference facilities.
Medical insurance for staff	This is managed by FAO on behalf of the three RBAs. Greater collaboration on the management of after-service medical coverage for retirees is being explored.
Staff pension committees	The secretaries of the respective staff pension committees meet once a month to discuss pension fund issues and to facilitate the resolution of any issues with the Geneva office of the United Nations Joint Staff Pension Fund (UNJSPF).
E-learning services/sharing of on-line content	IFAD is collaborating with the United Nations/International Organizations Cornerstone Working Group, along with FAO, to explore options sharing an exchange of self-developed online content. IFAD was invited by FAO to take part in a procurement of e-learning services and courses.
Collaboration on business continuity/disaster recovery:	A memorandum of understanding between FAO and IFAD provides the basis for reciprocal hosting of business continuity/disaster recovery arrangements. IFAD is also finalizing a memorandum of understanding with WFP to host each other's business continuity/disaster recovery sites.
Common Procurement Team (CPT)	The CPT has promoted joint procurement and is now moving to a more selective approach with regard to joint tendering. A lead agency concept is being explored to enhance efficiency. Better integration of the FAO-IFAD-WFP e-tendering system is also being explored.
Security training	IFAD regularly conducts specific security training and regularly makes trainee seats available to security staff from the other RBAs. IFAD regularly invites FAO and WFP security staff to participate in evacuation drills and business continuity exercises.

H. The way forward

16. Moving forward, the RBAs will continue to build on their many areas of cooperation at the global, regional, and country levels. In this regard, they can be expected to build their collaboration along the lines of the hub-and-spokes model discussed at the September 2015 session of the Executive Board. This entails utilizing every opportunity offered by the activities of each RBA to promote collaboration, based on each agency's comparative advantage and network of expertise. Collaboration will not be pursued for its own sake, but only where there is demonstrated value added.
17. Global and regional engagements. As noted above, the most visible area of RBA collaboration has been their joint advocacy and engagement at the global level. Accordingly, high priority can be expected to be given to this area of collaboration in the future. All three RBAs will continue to support major global processes focusing on the 2030 Agenda for Sustainable Development and, in particular, global processes addressing food security and nutrition, as well as hunger and malnutrition. They can also be expected to collaborate in areas of emerging importance, such as financial inclusion (see box 1 below).
18. Each RBA has developed its own constituency of partners and associated partnership strategies that extend their outreach well beyond the RBA compact in Rome. This represents an additional asset for each agency to leverage its knowledge and its resources.

BOX 1: A concrete example of a new RBA partnership: financial inclusion

The RBAs, in partnership with the United Nations Secretary-General's Special Advocate for Inclusive Finance for Development (UNSGSA), are joining forces to leverage their mutual strengths and instruments to advance financial inclusion of the rural poor. The RBAs recognize financial inclusion as a critical enabler and accelerator of equitable growth, food and nutrition security, and rural development. The initiative aims to enable rural people not only to meet their basic needs, but also to invest in their farms, enterprises and education, and improve their food access, production and consumption.

The RBAs intend to strengthen their joint work, identify innovative solutions and take concrete actions, including: supporting access to a wide variety of financial services, especially savings, as well as short-term credit, long-term finance, remittances, insurance and electronic payments. They also aim to promote a wide range of financial institutions, models and delivery channels. The initiative will also promote an enabling regulatory and legal environment for food security, rural finance and insurance.

19. Country-level collaboration. A key challenge for the RBAs will be to increase and deepen their collaboration at the country level. This will require charting a way forward to intensify their links at the country programme level and "working as one" by bringing their complementary operational tools, approaches and instruments to the table. Many bilateral and trilateral partnerships have already been forged and are ongoing, and the challenge is to scale up such cooperation (see annexes I and II for more details).
20. Following the current cycle of RBA presentations to their governing bodies on the status of the renewed collaboration efforts, an extensive consultative process among the three agencies is being undertaken to move the partnership to the next level. The next step involves updating the mapping exercise² by taking stock of the work already done and identifying the key areas – both geographic and thematic – for collaboration. These may include joint assessments, policy advice, knowledge and

² Among the number of exercises that the RBAs undertook to improve the basis for collaboration in the past decade, was a joint mapping exercise that is similar to the comprehensive analysis provided in (WFP/EB.2/2015/4-C/Rev.1) presented to the WFP Board. The quantitative information from the mapping analysis undertaken in 2009 and the associated analysis of the joint operations, duly updated, should provide a basis for further qualitative assessments to guide policy on future joint RBA strategic partnerships.

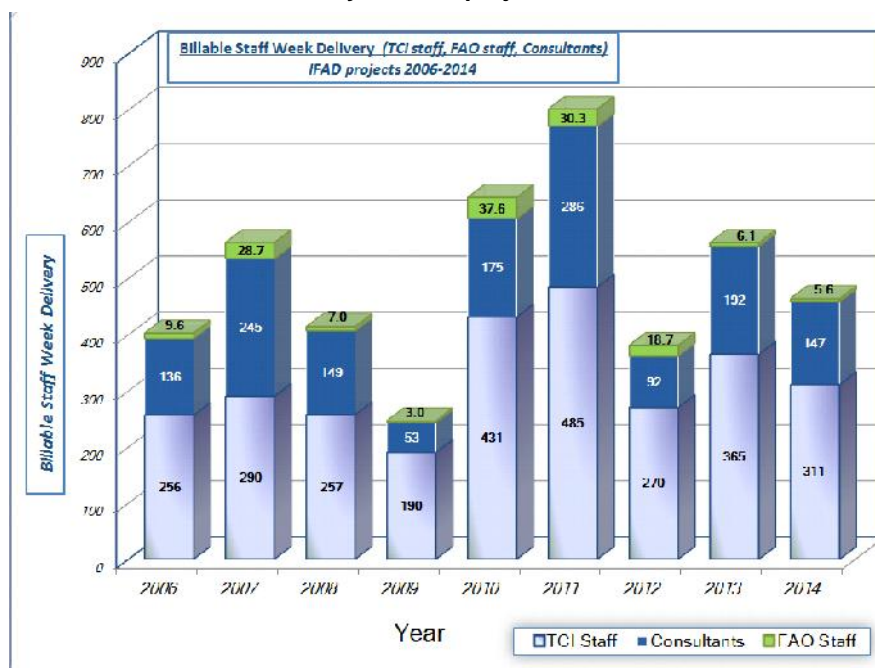
monitoring, jointly supported investments and operations, and preparing for SDG implementation through existing RBA coordination mechanisms at headquarters and regional levels.

21. Following a mapping exercise and the identification of potential opportunities, synergies and strategies for forging future RBA collaborative initiatives, the senior officers of the three institutions will develop a joint plan of action to realize the potential and benefits for further collaboration in selected countries.
22. The overarching goal of such collaboration will be to use the capacity of the three RBAs to assist member countries in achieving the SDGs, especially SDGs 1 and 2. The partnerships will not be an end in themselves but rather a means to obtain greater synergy, effectiveness and efficiency.

Overview of FAO collaboration with IFAD-financed lending operations and IFAD grants (as at October 2015)

1. IFAD-FAO cooperative programme. FAO's Investment Centre Division (TCI) has long supported the formulation and implementation of IFAD-financed projects and programmes. Since 1977 and as at October 2015, IFAD has approved 336 operations prepared with TCI support, for a total value of US\$11 billion. Figure 1 below provides data on the scale of TCI staff support to IFAD's operations.

Figure 1
Billable TCI staff week delivery on IFAD projects, 2006-2014



Source: FAO/TCI

2. In its project preparation work, TCI draws on the substantial technical knowledge of professional staff in various FAO technical departments. IFAD also avails itself of this pool of expertise in its quality enhancement and quality assurance work. In 2014, staff time delivery related to IFAD project design, development and quality at entry amounted to 464 staff weeks.
3. In addition to engaging in IFAD lending programme design, TCI has acted as a window onto other partnerships, including in the context of support provided with the IFAD grant instrument for training and capacity-building. Some of the initiatives specific to TCI engagement are described below:
 - IFAD capacity development initiative. In December 2013 IFAD and FAO signed a two-year project on capacity development for better management of public investments in small-scale agriculture in developing countries. The project is cofinanced by an IFAD grant (2014-2015) of US\$2.0 million and a TCI contribution of US\$0.3 million. The objective of the initiative is twofold: on the one hand, it seeks to improve the implementation performance of about 18 IFAD-funded projects³ in the eight fragile countries or weak contexts concerned;⁴ on the other hand, it will develop the capacity of the countries where these projects are implemented.
 - Adaptation for Smallholder Agriculture Programme (ASAP). This multi-

³ Both directly and through support to the whole country portfolio.

⁴ Burundi, the Congo, the Democratic Republic of the Congo, Egypt, Eritrea, Jordan, Lao People's Democratic Republic and Nepal.

year and multi-donor programme was launched by IFAD in 2012. Its objective is to channel climate and environmental finance to smallholder farmers so that they can increase their resilience. The programme dovetails with FAO's new strategic objective to increase livelihood resilience. In 2014, seven TCI-assisted IFAD projects benefitted from ASAP cofinancing.

- Direct support from TCI to governments implementing IFAD-financed projects. TCI has increasingly been requested to provide direct support to governments implementing IFAD-financed projects, in particular to assist with midterm reviews and project completion reviews.
- The FAO-IFAD grant partnership: As an important grant partner in the area of research, technical assistance and capacity-building, FAO is at the top of the list of IFAD grant recipients. FAO has received US\$45 million in IFAD grants since 1989. Between 2009 and 2015, a total of 43 IFAD-funded grants were provided to FAO, cumulatively worth US\$19.6 million. There are currently 10 ongoing IFAD-funded grants with FAO. FAO has a demonstrated comparative advantage as a knowledge organization with a strong technical network in a large number of areas of mutual thematic interest to the IFAD grant programme.

RBAs working together at the country level

1. The RBAs collaborate on a broad spectrum of actions, including policy dialogue, consultation and joint programme planning and implementation support, in a large number of countries. The WFP has identified 21 projects in 18 countries in 2014 in which all three RBAs collaborate.⁵ The main areas of country-level collaboration included agricultural projects, joint food security assessments and thematic groups, capacity development, resilience initiatives, and emergency preparedness and relief operations. In 2014, FAO and WFP collaborated on 106 projects in 63 countries, and IFAD and WFP on 24 projects in 18 countries. In 2015, FAO and IFAD collaborated on 17 projects.
2. An important area of collaboration for the three RBAs has involved joint approaches to strengthen the resilience of the people they serve. Important examples include:
 - A joint effort in Djibouti with WFP consolidating its resilience programming in the rural areas covered by FAO and IFAD.
 - A joint programme for strengthening the resilience of livelihoods to agro-climatic threats in the Central American Dry Corridor.
 - The development of a joint approach to enhancing the resilience of vulnerable households, communities and systems to achieve food security and improved nutrition: identified through case studies on Guatemala, Kenya and Niger and with new joint resilience-building programmes being designed in Somalia and the Democratic Republic of the Congo, among others.
 - The Kenya Climate-Resilient Agricultural Livelihoods Programme, developed by the Government of Kenya, the European Union and the RBAs to support vulnerable households in improving their food security.
 - In Zambia, joint RBA programming will target the most food insecure people first, through productive safety nets – WFP food-for-assets programmes, and enhanced food and nutrition security of smallholder farmers promoted through diversified and sustainable farming systems, market access and climate-smart agriculture supported by IFAD and FAO.
3. In revitalizing its longstanding commitment to South-South Cooperation (SSC), FAO is partnering with IFAD in the implementation of SSC initiatives. This has included projects such as the Market-oriented Smallholder Agriculture Project in Angola, and an SSC programme in Sierra Leone.
4. The RBAs are also continuing their dialogue at country level on the design and implementation of WFP's P4P post-pilot phase. One example is Rwanda, where a specific consultation took place to lay the foundations for a P4P post-pilot project strategy.
5. In Mozambique, IFAD, FAO and WFP have been working together on building commodity value chains and market linkages for farmers' associations. WFP purchases maize and beans directly from smallholders' organizations. FAO provides technical expertise, and IFAD is involved in mobilizing funds through financial partners to improve access to credit for the targeted producers' organizations.

⁵ WFP/EB.2/2015/4-C/Rev.1.