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Investing in rural people

Update on IFAD's Engagement in the Implementation of the United Nations Reforms and Response to the General Assembly's Adoption of the Quadrennial Comprehensive Policy Review Resolution

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Country-level examples of IFAD engagement in the implementation of United Nations reform products

I. Introduction

1. The United Nations reform is based on a collective understanding that the United Nations system must reposition itself to be more agile and responsive to national development plans, while remaining aligned with the Sustainable Development Goals (SDGs). It is therefore imperative for all United Nations entities, including IFAD, to proactively participate and embrace this agenda.
2. In December 2020, the General Assembly adopted a new quadrennial comprehensive policy review (QCPR) resolution ([A/RES/75/233](#)), providing guidance for United Nations entities' contributions to the 2030 Agenda and their reporting on progress to the United Nations Development System (UNDS) over the next four years.
3. IFAD has played an active role in the development of United Nations reform products over the past three years and has reported to the Executive Board every year since 2018 on the implementation of reforms. Following the approval of the new QCPR resolution, IFAD Management provided an oral update on IFAD's implementation of the reforms and response to the QCPR resolution to the Executive Board in April 2021.
4. IFAD has embraced the United Nations reform process and remains committed to supporting and participating in the reform agenda while reconciling this commitment with the need to ensure effective and efficient use of IFAD's resources. In pursuance of the latter, benefit-cost analysis including value-for-money and efficiency considerations will be taken into account when deciding on which initiatives to proactively engage in. This is particularly important when committing staff time and resources in IFAD offices in the field given IFAD's size relative to larger partner agencies. As the roll-out and implementation of UNDS reform continues, it is important to highlight that some benefits, particularly those related to improved business efficiency, may not be evident in the short to medium term. IFAD will therefore continue to monitor developments in these areas to ensure that it is well positioned to benefit from new products and services.
5. This paper elaborates on IFAD's ongoing implementation of the United Nations reforms and response to the QCPR resolution (December 2020), providing an overview of: (i) IFAD's contribution to the SDG targets and broader United Nations development agenda, including details of IFAD's work on climate change, biodiversity and COVID-19 response, in line with QCPR strategic directions; (ii) IFAD's progress in engaging with the United Nations reform agenda, focusing on a review of several of the main reform products of relevance to IFAD, i.e. United Nations Sustainable Development Cooperation Frameworks (UNSDCFs); the Funding Compact; reforms to improve efficiency namely, Business Operations Strategies, Common Back Offices, Common Premises and the reinvigorated Resident Coordinator System; and (iii) IFAD's collaboration with Rome-based agencies (RBAs) in implementing the reforms.

II. IFAD's contribution to the United Nations system's development agenda

A. Contribution to the Sustainable Development Goals

6. The 2030 Agenda for Sustainable Development and its 17 SDGs are the globally shared blueprint for sustainable peace and prosperity, and provide a shared vision for international development resources and action. These goals are broken down into 169 targets and 230 sub-indicators to help to drive results towards their realization.
7. In line with the QCPR resolution, IFAD is developing a system to improve tracking of how its interventions contribute to the SDGs. Through a comprehensive review,

IFAD has mapped how its core indicators – comprising outputs (the direct actions IFAD is taking in its projects), outcomes (the development achievement) and outreach – directly and indirectly link to SDG targets. These linkages between corporate indicators and SDG targets are being automated in IFAD’s online corporate results monitoring system. With this automation, the aim is for the results reported by these project indicators to filter contributions towards applicable SDG targets – allowing IFAD to better understand from a project level upward, how its operations are contributing to the realization of the SDGs. A description of each project’s contribution towards the SDG targets is provided in IFAD’s Operational Results Management System (ORMS), with a high-level summary of the goals and a breakdown by specific results per target. In the logical framework section of ORMS for all projects, IFAD’s core indicators are now mapped under an SDG tab to the corresponding SDGs. Data are provided for each IFAD core indicator for its direct and indirect SDG target. The data can easily be exported to either a PDF or Excel format. This information can also be aggregated into exportable reports. This improves IFAD’s ability to report to its partners, as well as to adapt its operations to maximize SDG contributions, particularly towards SDGs 1 and 2.

8. This work will also be fundamental for IFAD’s funding strategy. Supported by its recently achieved strong credit rating, IFAD will explore opportunities to finance its work through private placements issued to private institutional impact investors outside traditional donor circles. IFAD will be issuing those bonds under its Sustainable Development Finance Framework, which will fully leverage the mapping exercise for its future impact report.

B. Contribution to cross-cutting thematic priorities

9. In accordance with the QCPR resolution, IFAD is seeking to mainstream climate and biodiversity more systematically and effectively into its operations. In this regard, IFAD has routinely displayed proactive leadership within the UNDS. Climate and environmental considerations are currently embedded in all IFAD’s country strategic opportunities programmes (COSOPs). During the Twelfth Replenishment of IFAD’s Resources (IFAD12) (2022-2024), IFAD will aim to increase the amount of climate finance to 40 per cent of the IFAD12 programme of loans and grants (PoLG), from 25 per cent targeted in IFAD11. IFAD is also working to strengthen the inclusion of biodiversity, including agrobiodiversity, in its operations. A new biodiversity strategy will be developed for IFAD12 to set out a strategic, purposeful approach to integrating biodiversity into IFAD’s country programmes.
10. Complementing IFAD’s core PoLG is the Adaptation for Smallholder Agriculture Programme (ASAP). Established in 2012, ASAP has provided an additional source of catalytic financing to scale up and integrate climate change adaptation across IFAD’s approximately US\$1 billion per year of new investments. A new phase of this programme – called ASAP+ – with an enhanced focus on mitigation, capacity-building and policy engagement for systemic change – has been launched to further enhance resilience. It will focus on the needs of low-income countries and fragile situations and aim to increase the climate resilience of 10 million vulnerable rural people, especially rural women, youth, indigenous peoples and other marginalized groups. Through ASAP+ and increased mobilization of financing from climate and environment funds (i.e. the Green Climate Fund, Global Environment Facility and Adaptation Fund), IFAD will boost its support to Member States in implementing their national climate-related actions plans, including their nationally determined contributions, which are at the heart of international climate agreements, principally the Paris Agreement.
11. IFAD also seeks to deliver impact in this area by engaging proactively in United Nations global policy processes and forums on climate and biodiversity. IFAD can utilize its experience and gather lessons from its country programmes to

contribute to the United Nations global policy discourse on climate mitigation and adaptation. For example, IFAD, along with other agencies, continues to take forward the “just transition” agenda. This agenda is an important aspect of the Paris Agreement that seeks to promote a vision and a process to address climate change based on dialogue. Shared by all stakeholder constituencies and governments, this agenda needs to be negotiated and implemented in their own geographical, bio-physical, policy, cultural, social and institutional contexts. Pushing this agenda forward will also necessitate collective action from the UNDS members, but based on decision-making that is driven by evidence, data and values.

12. Through its engagement in the United Nations High-Level Committee on Programmes and Chief Executives Board (CEB), IFAD has been an active leader in establishing the United Nations common approach to biodiversity and nature-based solutions, which seeks to integrate biodiversity and nature-based solutions for sustainable development into the planning and delivery of United Nations policies and programmes. In this context, IFAD staff collaborated with UNDS counterparts in an effort to mainstream biodiversity considerations and catalyse collective action to address the drivers of biodiversity loss, restore ecosystems and ultimately improve humanity’s connection with nature.
13. As detailed in box 1, another important part of achieving the Fund’s climate and biodiversity objectives is its engagement with international forums such as the United Nations Framework Convention on Climate Change Conference of the Parties (CoP), and climate action and biodiversity summits over recent years.
14. IFAD has also taken an active leadership role in the shaping and preparation of the United Nations Food Systems Summit. As the designated United Nations anchoring agency for Action Track 4, “Advance equitable livelihoods”, IFAD contributes to the development of game-changing propositions to ensure that small-scale farmers and other rural people are put at the heart of transforming food systems and achieving the SDGs and that coalitions of public and private sector stakeholders support the implementation of proposed solutions. IFAD contributes to the development and coordination of the Summit by participating in the Advisory Committee, the Group of Friends and the United Nations Task Force. IFAD also contributes to the work of the Summit Secretariat, including through the secondment of two IFAD staff members.
15. IFAD’s commitment to environmental sustainability extends beyond its operational content to include its workplace. In accordance with the QCPR resolution, which calls on all UNDS entities to reduce their climate and environmental footprint, IFAD continues to find ways to lower its carbon emissions and improve its environmental sustainability. Going forward, IFAD’s model of decentralization is expected to increase resource efficiency in the long term and to reduce travel. The increased use of digital and online tools will also serve to reduce the Fund’s environmental footprint. In 2021, the IFAD headquarters building received, for the second time, platinum status from Leadership in Energy and Environmental Design (LEED), an internationally recognized green building rating system developed by the United States Green Building Council. LEED provides independent verification of a building’s green features and that it is designed to reflect building energy efficiency and reduced carbon footprint impacts in addition to operating costs.

Box 1

IFAD's engagement in United Nations international forums**United Nations Framework Convention on Climate Change – Conference of the Parties (CoP)**

Between CoPs, IFAD attends and submits evidence to the Subsidiary Body for Scientific and Technological Advice (SBSTA) and the Subsidiary Body for Implementation (SBI).

At CoPs, IFAD attends with a delegation (including Senior Management), organizes various side events and engagements, including statements to the CoP plenary, and manages exhibition spaces. The CoP also provides an opportunity to showcase evidence of RBA collaboration as every year a cross-agency working group gets together to plan multiple RBA events and advocacy. Building on these successes, in 2020, IFAD prepared a discussion paper for the Executive Board to inform its action plan ahead of the postponed CoP26 in Glasgow, in order to maximize its impact.

IFAD's main goal for CoP26 and the preparatory process leading up to it will be to highlight practical solutions to enhance the climate resilience of small-scale agricultural producers and their communities and to advocate for better targeting of climate finance to the most vulnerable. IFAD will focus on solutions, sharing its experience in customizing solutions to specific country circumstances, and will make the case for supporting small-scale producers' climate resilience.

Convention on Biological Diversity (CoP)

IFAD will attend CoP15 with a small delegation of representatives from the Asia and the Pacific Division and the Communications Division. Collaboration on a number of side events is planned, along with the launch of the updated IFAD flagship publication "The Biodiversity Advantage" which illustrates well how IFAD's work in building the resilience and improving the livelihoods of small-scale farmers contributes to the conservation and sustainable use of biodiversity.

IFAD has taken part in the preparatory meetings (SBSTA, SBI and other meetings) in the lead up to the CoP15 event. It has also actively contributed to the United Nations joint inputs to the post-2020 Global Biodiversity Framework process, such as the Environmental Management Group consultative process on biodiversity and the drafting of the report "Supporting the Global Biodiversity Agenda: A United Nations System Commitment for Action to assist Member States delivering on the post-2020 Global Biodiversity Framework".

Climate and biodiversity summits

2019 Abu Dhabi Climate Summit Preparatory Meeting. IFAD had a number of bilateral meetings, promoted the United Nations Food Systems Summit and engaged with donors about the next stage of ASAP. Following this meeting, a larger IFAD delegation attended the Climate Action Summit in New York City. In his statement at the summit, the IFAD President expressed IFAD's full support for the Secretary-General's efforts to accelerate global action on climate change. He also highlighted the key role that agriculture must play in any discourse on climate change and how essential smallholder farmers are to the solution. IFAD has backed up this message through its engagement with the Koronivia Joint Work on Agriculture, which is the United Nations Framework Convention on Climate Change designated space for agriculture in the negotiations.

2020 Biodiversity Summit. At this Summit, the IFAD President spoke about the importance of biodiversity for sustainable food systems and small-scale farmers in a video message and in the first Leaders' Dialogue led by the Food and Agriculture Organization of the United Nations (FAO) at the same event. The two key messages conveyed were that: (i) climate change and biodiversity loss should be addressed as equal parts of the same crisis affecting the resilience, food security and nutrition of small-scale rural producers and their families; and (ii) smallholder farmers depend on biodiversity and healthy ecosystems, therefore investments in biodiversity-sensitive smallholder agriculture, and community rangeland and forest management promotes a healthy biosphere to provide long-term food security and nutrition to rural communities.

C. IFAD's contribution to the United Nations system's COVID-19 response

16. IFAD's response to the pandemic is fully aligned with the QCPR resolution's emphasis on recovery from COVID-19. It has focused on three areas:
- (i) repurposing funds through existing projects; (ii) providing analytical and policy support; and (iii) setting up the Rural Poor Stimulus Facility (RPSF). The Fund has so far repurposed US\$179 million across 58 projects in 36 countries, with a further US\$43 million across 11 projects in 11 countries in the pipeline to meet ongoing needs arising from the evolving pandemic. These funds have been used primarily to finance specific COVID-19 response activities, including supporting access to inputs, markets and financial services, and providing COVID-19 prevention equipment and information. To date, IFAD has provided policy and analytical support in 41 countries. These studies have helped to inform activities both within and outside IFAD, provided a basis for policy dialogue with national governments, resulted in a range of publications, and created space for collaboration with the Rome-based agencies, other United Nations agencies and the World Bank

17. To date, 59 projects in 70 countries have been approved through the RPSF, totalling US\$69.3 million in RPSF funding, and about US\$11 million in cofinancing. A further US\$20 million is currently in the pipeline and planned for approval in the coming months. In total, these approved projects are expected to reach about 3.3 million households, with 50 per cent of beneficiaries being women and 25 per cent youth.
18. IFAD's COVID-19 response is characterized by a strong emphasis on collaboration with other United Nations agencies, particularly the RBAs. All RPSF proposals must include evidence that they have been discussed with United Nations Country Teams and governments before they are approved. Similarly, collaboration with other agencies is encouraged as part of the repurposing of existing project funds, and there are several examples of joint initiatives being financed in this way. Collaboration with the United Nations Trust Fund on COVID-19 has been sought wherever possible. In addition to providing cofinancing through the RPSF to a FAO/World Food Programme project in Eswatini financed by the Trust Fund, IFAD has been involved in designing and implementing three projects financed by the Trust Fund in Brazil, Viet Nam and the Pacific Region, in collaboration with several other United Nations agencies.

III. IFAD's engagement in United Nations reform

19. IFAD has embraced the reform agenda and made considerable progress in implementing key reform products over recent years.

A. Alignment with United Nations Sustainable Development Cooperation Frameworks

20. The UNSDCF (formerly the United Nations Development Assistance Framework [UNDAF]) has been redesigned to more accurately reflect the nature of the relationship between governments and the UNDS in their collaboration to achieve the SDGs. The UNSDCF is considered the primary instrument for planning and implementing United Nations activities at country level in support of the 2030 Agenda. As part of the redesign, United Nations entities are required to link their country planning instruments to the UNSDCF. Eleven frameworks were developed in 2019 and began implementation in 2020; 32 are expected to begin implementation during the course of 2021 and 31 are expected to be designed this year for implementation beginning in 2022. By the end of 2021, more than half of the United Nations Country Teams (UNCTs) will have replaced UNDAFs with UNSDCFs.
21. IFAD supports the Secretary-General's vision for a new approach to the UNDS country configuration – one that ensures a tailored, dynamic United Nations on the ground that is responsive to specific country needs and priorities as underpinned in the UNSDCFs. To date, IFAD has actively participated in the design of 18 UNSDCFs. In Latin America, the IFAD Panama Hub contributed to the formulation of UNSDCFs in various countries in the region, leading to signed agreements between the Governments of Cuba, Guatemala and Mexico, and the respective UNCTs. IFAD's active participation in the formulation of these frameworks ensured that they included a strong, purposeful rural transformation agenda. In 2021, IFAD country teams are poised to actively engage in the co-design of national cooperation frameworks in the Dominican Republic, El Salvador, Guyana, Haiti and Panama. Progress has also been made in aligning IFAD's COSOPs to UNSDCFs. Tailored operational guidance was issued to all IFAD country teams, including a requirement that all new COSOPs must be fully aligned before they are approved. Over 60 per cent of COSOPs for sub-Saharan Africa have been fully aligned with UNSDCFs. The time line for the remaining COSOPs depends on when the COSOPs are due for renewal. Given that some will not be completed until 2025-2026, it is expected that by the end of 2026, IFAD will have aligned all its COSOPs and country strategy notes with UNSDCFs.

22. In addition to the UNSDCFs, IFAD has supported the development of a new common country analysis in 13 countries over the past two years. This has involved partnership with the other RBAs in the review of the agriculture and rural sector and an analysis of the pathways to deliver on SDG 2 targets in those countries. In Eritrea, Kenya and South Sudan, IFAD has worked with the UNCT to conduct an assessment of the impacts of COVID-19 on the country's economic sector, and especially the agriculture sector, and develop a pipeline of proposals that could be financed through an initial allocation from RPSF. In several countries such as the Philippines, IFAD is supporting the development of comprehensive response and risk management plans to protect rural livelihoods from the impact of COVID-19, in collaboration with UNDS partners FAO, WFP and the United Nations Children's Fund (UNICEF). In all these cases, IFAD is actively involved in conducting research and preparing diagnostic papers.

B. Funding Compact

23. The United Nations Funding Compact aims to put in place the financial support needed for aligning the UNDS with the delivery of the 2030 Agenda. It articulates concrete action to be taken by Member States and United Nations Sustainable Development Group (UNSDG) entities to provide stable and predictable funding for core coordination functions for the UNDS at country, regional and global levels.
24. IFAD supports the principles of the Funding Compact and contributes to the UNSDG cost-sharing mechanism to finance a reinvigorated resident coordinator system. IFAD has demonstrated financial commitment to the following cost-sharing areas:
- (i) For the UNSDG cost-sharing agreement in support of the United Nations Resident Coordinator System, IFAD has doubled its annual contribution since 2018, when the reforms began, from US\$700,360 (in 2017) to US\$1.4 million. It has approved a payment of US\$1.4 million for 2021. The proposed allocation for 2022-2023 will see no significant changes, with a slight increase in the projection for IFAD's contribution from US\$1.4 million to US\$1.685 million.
 - (ii) IFAD increased its cost-sharing contribution to the United Nations Security Management System in 2020, in accordance with the cost-sharing formula, to US\$191,067 from US\$158,695 in 2019.
 - (iii) IFAD continues to support cost-sharing contributions for the International Civil Service Commission and Chief Executives Board for Coordination (CEB) Secretariat, which totalled approximately US\$100,000 in 2020.
 - (iv) IFAD continues to utilize the services of United Nations agencies with a large field presence that provide various financial, administrative, information technology and human resources services for a fee, on a pay-per-use basis.
25. In 2020, IFAD continued to submit the 1 per cent coordination levy in compliance with General Assembly resolution 72/279.

C. Reforms to improve efficiencies (Business Operations Strategies, Common Back Office, and Common Premises)

26. The 2020 QCPR resolution includes an initiative for UNDS entities to work more closely together and potentially harmonize certain business practices across the system to generate efficiency gains and opportunities for further collaboration.
27. The Fund is proactively piloting solutions in business process efficiency improvements, such as some innovative solutions using blockchain technology. At the Future of Finance and Money forum of the United Nations Finance and Budget Network held in July 2021, IFAD presented the results of a pilot project it pioneered to successfully trace funds from donor to farmer using blockchain technology. Should IFAD scale up this solution, it could provide opportunities for

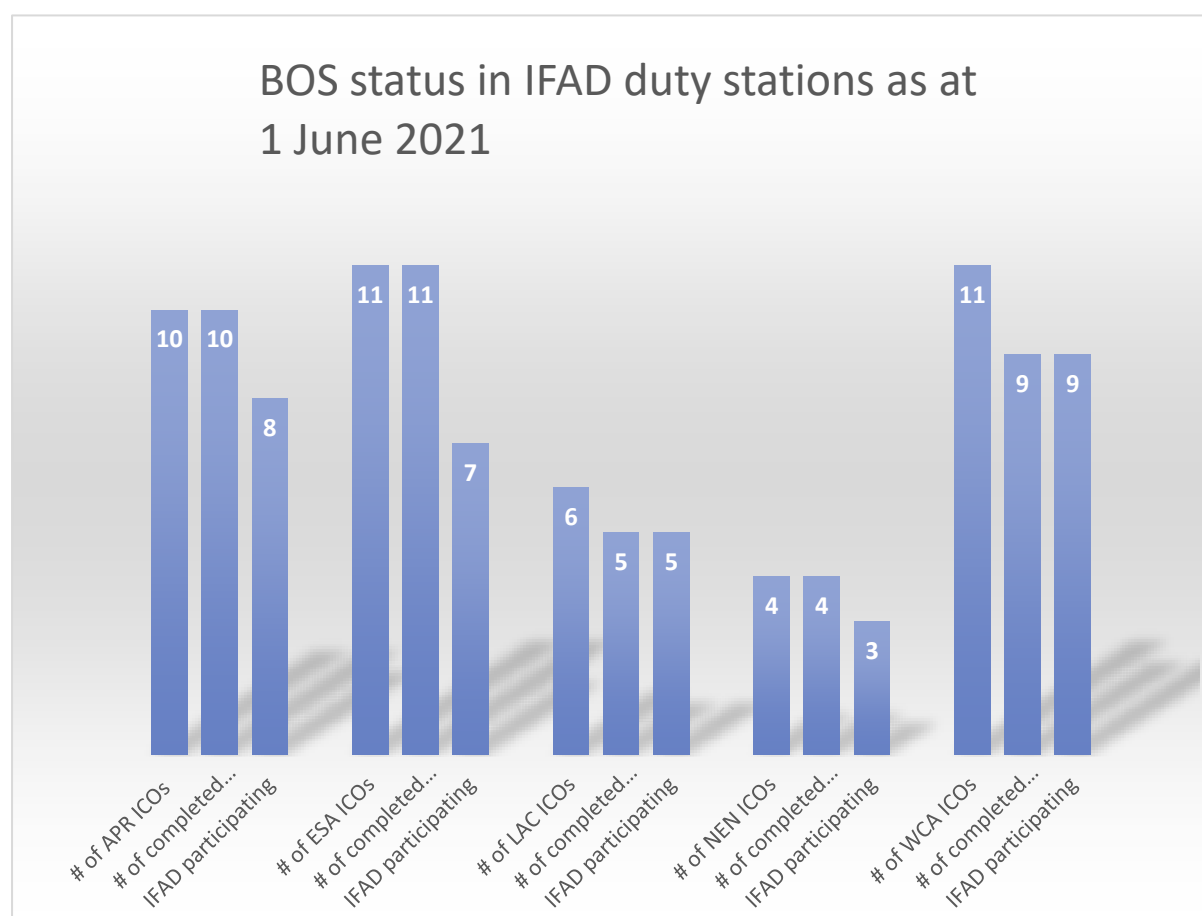
collaboration among United Nations agencies to further efficiencies in business processes.

28. IFAD is also exploring partnerships with like-minded United Nations agencies to improve efficiency and effectiveness. For instance, it is discussing the possible creation of an advisory network with WFP, which would provide advisory services to the rest of the system on a cost-recovery basis. Services could range from digital solution design, agile transformation, advanced data analytics, strategy development, organizational redesign, operational excellence and cost management. While it is in the early stages, this platform could provide further opportunities for improved business process efficiency also across the UNDS.
29. As a part of its engagement in the United Nations reform and in response to the Executive Board's request for further clarification on efficiency ratios, IFAD is reviewing its cost classifications and project costing methodology under a smart budget initiative. Benchmarking with peers on measures of efficiency has been undertaken in 2021. In this context, IFAD notes the commitment of UNSDG entities, under the Funding Compact, to improving comparability of cost classifications and definitions. This will enhance transparency and enable a better-informed dialogue on the true cost of delivering mandates, programmes and projects. Informed by this review, and with a view to enhancing measurement and management of organizational efficiency over time, IFAD will initiate a three-step process, in which it will: (i) enhance transparency by identifying and reporting on direct and indirect costs, informed by good practice and cost classification frameworks; (ii) enhance results focus, by attributing direct costs to projects as appropriate, using an enhanced cost management methodology to determine the efforts and costs associated with specific processes; and (iii) enhance performance, by refining efficiency measures informed by good practices among multilateral development banks and United Nations entities.
30. In continuing to review and refine its policies and processes for cost management and budgeting, IFAD has participated in three efficiency interventions: (i) Business Operations Strategies; (ii) Common Back Offices; and (iii) Common Premises. These are supported by three key enablers that were defined by the UNSDG and subsequently endorsed by IFAD in 2020:
 - The Mutual Recognition Statement, which allows one United Nations entity to obtain services from another United Nations entity if the latter can provide services more efficiently (signed by the President of IFAD in January 2020).
 - Standardized Client Satisfaction principles to safeguard minimum quality standards of services provided (signed by the President of IFAD in December 2020).
 - Standardized pricing and costing standards to establish common standards defining how the price and costs of a service are established across the United Nations system (signed by the President of IFAD in December 2020).
31. In accordance with these principles, progress has been in the three intervention areas:
 - (i) **Business Operations Strategies (BOS).** The BOS focus on collaborative business operations and are designed to eliminate duplications, leverage the collective bargaining power of the United Nations and maximize economies of scale. To this end, an interdepartmental working group has been established to ensure that staff are aware of this important agenda and chart together IFAD's engagement in the roll-out of the relevant BOS. The group reviews the strategies that have been designed at the country level in close consultation with respective IFAD country teams to verify that all common services that meet IFAD's needs for quality, flexibility and cost-effectiveness are well reflected in strategy papers. To date, IFAD has signed

off on a total of 32 BOS across all regions of operation. IFAD will participate in all of the completed BOS in the Asia and the Pacific and the Latin America and the Caribbean regions, and in most of them in the remaining three regions. The group also helps ensure that IFAD, as part of the UNCT, has access to the common BOS already in place and the newly introduced BOS digital platform.

- (ii) To further contribute to the BOS framework and advance RBA collaboration, earlier this year IFAD joined the pilot phase of the Humanitarian Booking Hub (HBH). The HBH is a United Nations proprietary online platform powered by WFP. It enables United Nations entities, including IFAD staff and managers, to book passenger trips and run carpooling services to optimize in-field operations and fleet handling. It also standardizes business processes, automates request tracking, and improves service delivery through real-time monitoring of customer satisfaction, thereby promoting synergies and efficiency gains. It is a United Nations solution designed in accordance with the Mutual Recognition, Costing and Customer Satisfaction principles. Given the positive feedback received from IFAD users during the pilot phase, IFAD plans to subscribe to the platform for another year. Its subsequent subscriptions will be on an annual basis, and will be subject to IFAD users' continued satisfaction.
- (iii) **Common Back Offices (CBOs).** IFAD currently relies on the services provided by only one local hosting agency selected in each duty station. In the majority of cases, UNDP acts as IFAD's local hosting agency in different duty stations, as IFAD does not have extensive infrastructure in its offices globally, particularly in banking, payroll and other services. To support value for money, IFAD is committed to sourcing the services that most closely reflect its needs in terms of price and quality: its business model differs from those of other United Nations agencies so not all services are relevant. CBOs are to be established between 2022 and 2024, and IFAD will continue to monitor developments in this area. It is expected that IFAD Country Offices will benefit from any of the six pooled business operations services on a cost-sharing basis, namely: (i) common administration services, including common facilities/premises; (ii) common human resources services; (iii) common procurement services; (iv) common logistics services; (v) common finance services; and (vi) common ICT services.
- (iv) **Common Premises (CP).** As part of the UNDS reform, the efficiency agenda has set a target of achieving 50 per cent with regard to CPs by the end of 2021. A CP houses two or more resident United Nations entities present at country level. IFAD has already achieved the target with more than 50 per cent of its offices co-located with other United Nations agencies.

Table 1
BOS status in IFAD duty stations as at 1 June 2021



D. Resident coordinator system

32. IFAD recognizes that a reinvigorated resident coordinator system (RCS) will support a stronger UNDS.
33. As of 1 April 2021, there had been a turnover of more than one third in resident coordinator (RC) posts since the shift of the RC system to the Secretariat in 2019, providing an opportunity to diversify and bring new talent to the RC ranks. The results from the 2020 survey of the country-level chapter of the Management and Accountability Framework included responses from 76 RCs and 467 UNCTs and noted progress in ensuring a core coordination capacity in all resident coordinator offices (RCOs). IFAD has also submitted candidates for RC positions.
34. IFAD is continuing engagement in the functioning of the new RCS. Its in-country presence affords a stronger relationship with the RCS and RCOs. In countries where IFAD does not have presence, country directors' visits were organized during key UNCT meetings and retreats. In the past year of the pandemic, it has also been possible for IFAD to join these meetings virtually, ensuring continuity of engagement.
35. With greater interaction among IFAD CDs and RCs over time, a mutual understanding of roles, responsibilities, mandates and operational scope is expected to improve ways of working together. The new RCS Management and Accountability Framework helps align agencies' own vertical accountability mechanisms to horizontal accountability with the RCS. For example, IFAD is currently among the 18 UNCT entities receiving RC inputs for country directors' performance appraisals. IFAD recognizes that individual CDs are most incentivized to support reform when it is linked with their individual performance, progress and

appraisal mechanisms. This incentive structure can only improve under IFAD's decentralization process and through regular interactions between agencies, UNCTs and RCs to determine the scope of collaboration and set realistic expectations for contributing to the reform agenda.

IV. Working with RBAs in implementing United Nations reform

36. IFAD has taken the initiative to partner with the other RBAs to implement United Nations reform and the QCPR resolution.
37. At an institutional level, joint programmes among the RBAs and with other members of the UNDS have been pursued in areas of common interest, such as the RBA Joint Sahel Programme. The Joint Programme for the Sahel in Response to the Challenges of COVID-19, Conflict and Climate Change (SD3C) provides a strong example of IFAD's collaborative operational work with RBA and UNDS entities. The SD3C is already well under way, and responds to Member States' call for RBAs to join forces in helping address challenges in the region. It comprises six financing agreements, totalling US\$180.4 million. IFAD will allocate funding to provide technical expertise, coordinate with other international financial institutions, and integrate the objectives of the UN Support Plan for the Sahel into IFAD-funded projects. Through its projects, IFAD will finance and support the implementation of all activities related to: (i) access to markets and value addition; (ii) capacity-building in financial literacy; (iii) support to regional farmers' organizations and their country chapters; (iv) support to entrepreneurship especially for youth and women; (v) promotion of regional markets and cross-border trade; (vi) secure transactions in countries' border areas using digital finance tools; (vii) rehabilitation of strategic roads to link beneficiaries to markets; (viii) promotion of cross-border forums for youth and women. Moreover, IFAD will use its position in the development landscape to facilitate the on-boarding of other significant regional actors, like the Economic Community of West African States, the Permanent Interstate Committee for Drought Control in the Sahel and the West African Economic and Monetary Union. IFAD has brought together different partners in the programme and acted as partnership facilitator since its conceptualization. The RBAs' experience in the Sahel enables activities to be implemented quickly and allows the RBAs to scale up collaboration to support the SDGs and ensure cross-linkages across thematic areas. The State of Food Security and Nutrition in the World report – a joint publication by the three RBAs, UNICEF and the World Health Organization based on concrete evidence and data analysis of the trends and drivers of food insecurity – provides another strong example of RBA and UNDS collaborative efforts.
38. At the country level, the RBAs are continuing to enhance collaboration. This means working closely across UNCTs under the leadership of the RC to ensure country alignment and delivery of the 2030 Agenda, as called for during the United Nations Decade of Action. Collaboration has grown through the Mutual Recognition Statement and as a result of the enabling principles of the United Nations reform, which are increasing the agility of operations and removing barriers to collaboration that result from inconsistent or incompatible policies, rules and procedures among United Nations entities.
39. While RBA collaboration is a priority in itself, the RBAs increasingly recognize the importance of not making it a standalone priority but instead ensuring that their collaboration is anchored in the context of the United Nations reform and Agenda 2030. This means: (i) ensuring that common country planning of RBAs takes place under the umbrella of the Common Country Analysis and the UNSDCF (as noted above); and (ii) recognizing that corporate services at country level – including the BOS and CBO – will increasingly be delivered within a shared context of the United Nations reform under the leadership of UNCTs.

V. Conclusion and next steps

40. IFAD welcomes the United Nations reform and its ambitious aim to move forward with a stronger coalition of partners working together towards a common goal – the 2030 Agenda. In 2021, the focus of UNDS reform will be on implementing the remaining aspects of the reform agenda while also reviewing those elements that require further fine-tuning to more effectively contribute to joint efforts between the UNDS and national governments.
41. As the implementation of UNDS reform remains nascent, IFAD will continue to pilot and assess how it may best benefit from the evolving reforms while remaining fully cognizant of its smaller size and its dual persona as an international financial institution and specialized United Nations agency. Consequently, IFAD supports the notion of a common agenda within the UNDS reform process that leverages agency specificities and comparative advantages in a collective effort to reposition the UNDS to deliver on the 2030 Agenda.
42. IFAD will thus engage in implementing a series of reform products of significant relevance to it as an organization. This will include ensuring the full coherence of IFAD's COSOPs with the primary strategic planning instrument of the UNDS in-country. The Fund will also strongly participate in the UNDS efficiency agenda and align itself fully with the roll-out of business process operational strategies in all countries in which it has an operational presence. While improvements in business efficiency may not be readily discernible in the short term, IFAD will adopt a learning-by-doing agenda, monitoring and assessing the deployment of efficiency initiatives (such as selective procurement of common back-office services) to ensure that it is well positioned to benefit from the new products and services.
43. With less than 10 years left to achieve the 2030 Agenda, IFAD will continue its proactive engagement, participation and work as outlined herein, ensuring financial prudence and value for money, and update the Executive Board accordingly.

Country-level examples of IFAD engagement in the implementation of United Nations reform products

Examples where IFAD is participating actively in preparation of a new CCA	
Country	Activity representing engagement in UN Reform implementation
China	IFAD supported the development of the new CCA in 2019. In partnership with the other RBAs, IFAD jointly produced a review of the agriculture and rural sector in China as an input to the CCA.
Kenya	Worked with the UNCT in conducting the assessment of the impacts of COVID-19 on the country's economic sector, including Agriculture. IFAD Country Team as supported the Ministry of Agriculture to develop a pipeline of proposals that could be financed from the initial allocation of RPSF. One proposal has been submitted for IFAD consideration. In addition, IFAD is supporting the development of the Comprehensive Response and Integrated Agricultural Risk Management Plan for ensuring food and nutrition security amidst COVID-19, in collaboration with HELP Logistics, through the National Food Security WAR Room. A Supply Chains Resilience Modelling Tool has been developed and presented by HELP Logistics to the Ministry of Agriculture Livestock Fisheries and Cooperatives. The modelling tool is currently being tested with data from a number of counties and the result of this pilot will inform rollout into other counties.
Indonesia	IFAD supported the development of the new CCA.
Philippines	The UNCT is currently undertaking an update of the existing CCA to adjust it for Covid19. IFAD (together with FAO, WFP and UNICEF) is contributing to this update by supporting an assessment of impact of Covid19 on food systems.
Bangladesh	IFAD joined with FAO and WFP to contribute to drafting the new CCA.
Eritrea	IFAD contributed to the UNCT Rapid Assessment of the Socio Economic Impacts of the COVID-19 .The assessment was undertaken by the UNCT led by UNDP with IFAD & FAO inputs on the agriculture, food security and rural livelihoods section. The assessment has informed the preliminary needs for the UNCT Recovery Plan for Eritrea.
South Sudan	IFAD-FAO joint country analysis of the impacts of COVID-19 on food security and agriculture, for UNCT in South Sudan. FAO leading the common country analysis. IFAD contribution (USD 10,000).
Vietnam	IFAD has joined the group preparing the CCA and is contributing to salient themes such as COVID-19 response, climate change resilience, youth and gender – socio-economic empowerment, microfinance and pro-poor value chain development.
Cairo MENA Hub	IFAD is actively involved in the preparation of 11 papers of the CCA as either co-author or quality assurance.
Egypt	IFAD participated in the review of the CCA Diagnostic paper on water management for Egypt.

Tajikistan	IFAD is following the finalization of a new CCA to be completed by end of 2020.
Morocco	IFAD engaged in the development of the CCA.
India	IFAD India is engaging in the planning of the CCA and will make sure to contribute substantially, along with the RBAs and other development-oriented UN sister agencies (UNDP, UNIDO, UNCDF, ILO).
Maldives	IFAD contributed to themes such as food security, nutrition, fisheries, agriculture, and climate change and environment to strengthen the CCA narrative. The other RBAs have limited presence in the Maldives. In line with its inputs in the CCA, IFAD contributed to the drafting of the narratives on food security, nutrition, fisheries, agriculture and climate change and environment. In addition, IFAD participated in all the four outcome groups and the relevant consultations with the government and other stakeholders.
Pacific	IFAD led the joint IFAD, FAO, UNICEF and WFP report elaboration on "Reinforcing Pacific Food Systems for COVID-19 recovery -Key impacts, responses and opportunities to build back better" ¹
Pakistan	IFAD has participated in the CCA, and is member of the Programme Management Team.
Sri Lanka	Sri Lanka has just begun the CF process. IFAD is providing inputs to all the five CCAs in Sri Lanka: People, Prosperity, Planet, Peace and Partnerships.
Ecuador	IFAD is actively involved in the update of the CCA to be completed by July 2021. IFAD has provided inputs on food security, family agriculture and impact of climate change in agriculture.
Argentina	IFAD is actively involved in the update of the CCA, trying to ensure that the rural dimension was appropriately covered. IFAD had participated in the writing of the CCA.
Cuba	IFAD participated in the preparation of CCA.
Mexico	IFAD participated in the preparation of CCA.
Guatemala	IFAD participated in the preparation of CCA.

¹ https://www.ifad.org/documents/38714170/39155702/pacific_fs_covid_pre-report.pdf/3629f97a-7a04-9d86-19b2-8213b421d616?t=1621428161051.

Panama	IFAD participated in the preparation of CCA.
El Salvador	IFAD is actively participating in working groups focused on CCA discussions. The study “Characterization of rural spaces in El Salvador”, which was developed within an IFAD-funded grant - implemented by IFAD - focused on new narratives about rural development, has provided critical inputs to the CCA on this topic
Haiti	IFAD contributed through the UNCT to the 5th Secretary General’s Report on Haiti, whose drafting was led by BINUH, particularly on two sections pertaining to Benchmarks 5 and 6, namely: Unemployment, youth and other vulnerable groups (benchmark 5); Basic social service delivery and resilience (benchmark 6).
Guinea Bissau	IFAD contributed significantly to the CCA in GB.
Sierra Leone	IFAD was fully involved in providing contribution to update the CCA. IFAD’s contribution was made under the thematic area on climate change and environment analysis.
Gambia (The)	IFAD has participated in the consultations during the development of the CCA. IFAD together with other RBA’s will be contributing on agriculture and resilience in the next CCA.
Ghana	IFAD designated a focal point to join all meeting on the preparation of the CCA process and to support the finalization of the CCA.
South Africa	IFAD participated actively in the preparation of the CCA, which was completed in 2020
Rwanda	IFAD actively participating in the ongoing CCA, which will inform the UNSDCF.
Tanzania	IFAD actively participating in the ongoing CCA. Indeed, thanks to IFAD’s engagement of IFAD, “Increase Productivity & Income of Smallholder Farmers” is one of the accelerators in the CCA and also for the upcoming UNSDCF.
Examples where IFAD participated actively in design of a new UNSDCF, and if possible examples where we have already been a co-signatory of the new UNSDCF	
Country	Activity representing engagement in UN Reform implementation
Colombia	The process of formulating a new UNSDCF supported the revision and adjustments to the country plans of all UN agencies in Colombia. Strategic meetings have been held between FAO, IFAD, and WFP as efforts to ensure a coordinated approach to the design of the new UNSDCF through dialogues with UNCT and Government.
Cambodia	IFAD participated in the development of the new UNSDCF and is a co-signatory of the cooperation framework.

Mexico	IFAD participated in the preparation of Mexico's UNSDCF and alignment of this process with our COSOP formulation resulted in teaming up with FAO, ILO and UNIDO for developing a concept proposal which has been awarded preparatory financing (USD 85 000) from the SDG Fund to develop a larger proposal (4 years/USD 10 million). Through this joint SDG-funded initiative we intend to support risk capital mechanisms for organizations of small producers, including forestry and agroforestry producers, and strengthen financial intermediaries so that they can adequately analyse the risks and provide credit lines from the Banca para el Desarrollo (FIRA) and other public banks.
China	IFAD participated in the development of the new UNSDCF and will be a signatory (document to be signed soon).
Guyana	IFAD is liaising closely with the UNCT. The IFAD funded HESAD repurposing is a contribution to the UN system country response to COVID19. Next week, IFAD is commencing its country strategy consultations together with FAO. IFAD's country strategy consultations will also feed into the new UNSDCF to be designed next year, and the new project will contribute to common country objectives. A new GCF design jointly with FAO and UNEP is starting and a UN common country analysis has just commenced. IFAD also contributed to the socio economic recovery plan led by UNDP and UNICEF.
Guatemala	IFAD is leading a set of technical workshops with local stakeholders within the negotiation of the upcoming UNSDCF 2021-2025 with regards to Pillar 1 "Economic growth and poverty reduction". The focus of the workshops is on women, youth, indigenous peoples and afro-descendant populations. Local stakeholders include Planning Secretariat, Ministries of Economy, Agriculture, Social Development, Research National Council, Academy, among others.
Bhutan	IFAD participated in the development of the new UNSDCF and is a co-signatory of the UNSDCF.
Indonesia	IFAD participated in the development of the new UNSDCF and is a co-signatory of the cooperation framework.
Bangladesh	IFAD participated in the development of the new UNSDCF, and contributed to the drafting (not yet signed).
Turkey	IFAD coordinated the reflections over the transformation of rural economies through climate resilient market oriented agriculture and sustainable natural resources management and also took part in the new UNSDCF (to be signed) and completed the Agency Capacity Assessment and Statement.
Uzbekistan	IFAD is participating and will be a co-signatory of the UNSDCF and contributed to the action plan for enhanced GoU-UN cooperation.
Georgia	IFAD is participating and will be a co-signatory of the UNSDCF.
Iraq	IFAD participated in the working group on natural resource management, climate change and Disaster Risk Management for the UNSDCF.
Morocco	IFAD is making an active contribution to the UNDAF evaluation.
Mali	In fragile settings, where the combination of humanitarian, development and security challenges requires particularly well-coordinated activities and approaches, IFAD has attached the utmost importance to working with and through the Office of the UN Resident Coordinator in support of the UNSCDF. The case of Mali is particularly noteworthy, as the UNRC

	serves an essential coordinating role in ensuring that development partners work in a coherent manner and constructive manner.
WCA (COSOP UNSDCF alignment)	Since the beginning of 2019, the WCA region has developed 14 new COSOPs and three new Country Strategy Notes (CSNs), each one of which was based in large part on the UNSDCF and reflect consultations with the UN Resident Coordinator and members of the UN Country Team, particularly the Rome Based Agencies (WFP and FAO). Each of the COSOPs contains a results management framework that spells out how the various COSOP strategic objectives aligns with the UNSDCF objectives.
Afghanistan	IFAD is presently contributing to the development of the ToC and outlining of the key objectives and outcome narrative of the SDCF Results Framework in Afghanistan. IFAD also participated in the evaluation interview of the last UNDAF/UNSDCF Partnership Framework.
Bangladesh	The draft of the UNSDCF is complete and UNCT presented the draft to government. The RCO has received comments from all line ministries and IFAD, as part of UNCT, will respond to the final comments in the coming weeks. The country team continues to participate in the five strategic group discussions to finalize the outcome and output narratives, indicators and targets.
Lao PDR	IFAD has participated in the process and the UNSDCF is currently being finalized. IFAD will be a signatory.
Maldives	IFAD working closely with the Resident Coordinator's Office and the UNCT to formulate the UNSDCF. This was put on hold in 2020 due to the COVID-19 pandemic.
Pakistan	IFAD is involved in the process of UNSDCF (2023-2027) development, initiated in 2021.
Philippines	IFAD is signatory of the Partnership Framework for Sustainable Development (PFSD), former UNDAF. New UNSDCF not yet elaborated. IFAD is supporting the CCA through the UNCT. Last UNSDCF/UNDAF(called PFSD in Philippines) signed in 2019 (IFAD was a signatory). New UNSDCF scheduled for 2022-23, after Elections (May 2022). UN Socioeconomic and Peace Building Framework for COVID19 under preparation, IFAD actively participating through UNCT. See below under SERF: The UN Socioeconomic and Peace Building Framework in the Philippines is the equivalent of the SERF
Viet Nam	As active UNCT member, we have contributed to completing UNSDCF, which is at its final stage being consulted with national and sub-national stakeholders for finalization.
Peru	IFAD is actively participating the development of the new UNSDCF and will be a signatory (document to be signed by August 2021). IFAD has participated in the working groups on inclusive productivity and competitiveness, as well as in the climate change and natural resource management.
Argentina	IFAD participated in the development of the UNDSDCF and the Country Director has signed the UNSDCF.
Paraguay	The UNDSDCF was prepared in 2019. IFAD got the delegation of authority of the President to allow the UN CR to sign it on behalf of IFAD.
Bolivia	IFAD is going to be involved in the formulation of the new UNDSDCF.

Cuba	IFAD participated in the development and negotiation of new UNSDCFs, being an official co-signatory of the cooperation framework.
Mexico	IFAD participated in the development and negotiation of new UNSDCFs, being an official co-signatory of the cooperation framework.
Guatemala	IFAD participated in the development and negotiation of new UNSDCFs, being an official co-signatory of the cooperation framework. During the UNSDCF negotiation, IFAD led an inter-institutional working group composed by UN Agencies and public institutions, which was focused on inclusive economic growth. Currently, within the UNSDCF implementation stage, IFAD is co-leading, along with UNDP, an inter-agency working group on that topic.
Panama	IFAD participated in the development and negotiation of new UNSDCFs, being an official co-signatory of the cooperation framework.
El Salvador	IFAD is actively participating in working groups focused on UNSDCF negotiation. The new UNSDCF is expected to be signed by July 2021. IFAD will be a co-signatory UN organization and it is involved in several of the pillars of this cooperation framework.
Caribbean	IFAD will be participating – for the first time – in the new Multi-Country SDCF in the Caribbean. This will be an interesting opportunity for IFAD to explore a Multi-Country Strategic Note for Caribbean SIDS within the upcoming IFAD’s SIDS strategy.
Haiti	IFAD harmonized its COSOP drafting process with UNCT’s new UNSGCF, both of which will be renewed in 2022 through a coordinated process.
Moldova	In December 2020, IFAD became co-signatory of the on-going UNDAF and is now regularly requested to report against the relevant results indicators. Moreover, IFAD is part of the UNCT Results Groups for the new UN Framework efforts on Indicators and targets for the energy sector greenhouse emissions and New outputs for the woman in rural area economically empowerment.
Kyrgyzstan	In 2021, IFAD has participated in the launching of the preparations of the UN Sustainable Development Cooperation Framework (UNSCDF) at Kyrgyz country level to define UN’s priorities in supporting the Government and other stakeholders in achieving sustainable development for the next several years (2023-2027).
Sudan	The UNDCO has begun rolling out the Common Back Office (CBO) plan in Sudan and has assembled a CBO Task Team comprised of UNCT focal points, of which the ICO is a part. Currently, IFAD has participated in Phase 1 of the rollout, which so far has included attending UNCT & OMT briefings, participating in the training on the CBO methodologies, tools and templates, and completing the data collection template for UNDCO.
Tajikistan	IFAD participates in the evaluation of the UNDAF as per the country-level plan of actions
Turkey	IFAD coordinated the reflections over the transformation of rural economies through climate resilient market oriented agriculture and sustainable natural resources management and also took part in the new UNSDCF (to be signed), and completed the Agency Capacity Assessment and Statement.
Guinea Bissau	IFAD is leading the agriculture working group and in this context leading the mapping of UN interventions exercise. The study and mapping involves all sectors of intervention in the country and has a results framework linked to it in order to

	monitor progress and impact of UN financed activities in the country. We are supporting MoA to establish a wider national agriculture forum. As active member of UNCT we contributed significantly to UNSDCF. Together with WFP we are coordinating the M/E group in the context of UNSDCF.
Cameroun	Cameroun has actively engaged and participated in design of the new UNSDCF 2022-2026. The document is finalized and IFAD is co-signatory to it. IFAD Cameroun is also contributing to planning and reporting to SDGs 1 and 2 through established working groups that meet regularly (e.g. SDG group, M&E group and Gender Group). We are also co-leading another new group on Private sector development/engagement under the leadership of UNECA. IFAD has also contributed to the UN Summit dialogue and report thereof recognizing IFAD contribution is under finalization.
CAR and Sao Tome and Principe	IFAD is contributing to UNCT through annual work-plans development and implementation including annual reporting on key indicators related to SDG 1 and 2 of the UNDAF(s) and the response to COVID-19. Both UNDAF have been extended for another year and UNCT is coordinating design of new UNDAF, which will probably be concluded in 2022.
Cote d'Ivoire	IFAD is leading UNCT Agriculture group. IFAD has signed the United Nations Sustainable Development Cooperation Framework for Cote d'Ivoire 2021 -2025.
Sierra Leone	IFAD fully participated in the identification of the key priority areas or pillars of focus in the UNSDCF. The UNSDCF has 4 outcomes and IFAD together with the RBAs and other relevant UN Agencies will be accountable for results on outcome 1: Sustainable Agriculture, Food and Nutrition Security, and Climate Resilience
Senegal	IFAD is part of UN working group for common services led by WFP – carpooling being piloted started the week of 14 June. IFAD is an important member of the mapping of UN activities in Senegal group. IFAD proposed that the mapping exercise be the starting point to seek specific areas for joint collaboration according to comparative advantages of each agency.
Guinea Bissau	Led by WFP Bissau, IFAD is part of a study and working group mapping all of the UN activities in GB. The study and mapping involves all sectors of intervention in the country and has a results framework linked to it in order to monitor progress and impact of UN financed activities in the country.
Botswana, Comoros, Ethiopia, South Africa, South Sudan, Uganda	IFAD has actively participated in the design of the new UNSDCFs and has been co-signatories to the UNSDCFs in Ethiopia, South Africa and Uganda
Examples where IFAD participated actively in design of a new UN Socioeconomic Response Framework (SERF)	
Country	Activity representing engagement in UN Reform implementation

Bangladesh	IFAD also participated in the formulation of the UN Socioeconomic Economic Response Framework (SERF). The SERF is currently with the Ministry of Finance for endorsement.
Maldives	While the UNSDCF has been delayed due to Covid19, IFAD actively participated in the drafting of the UN Socioeconomic Economic Response Framework (SERF), the interim framework document. Along with FAO and UNDP, drafted the sections on food security and agriculture. The newly approved loan, Maldives Agribusiness Programme, is prominently featured in the SERF.
Vietnam	IFAD participated in the SERP.
Pakistan	IFAD participated as part of the UNCT in the UN Socio Economic Recovery Framework (SERF) endorsed by the Planning Commission of Pakistan.
MENA region	NEN actively participated in UN Development Reform discussions led by ESCWA over quadrennial policy review.
Philippines	Ongoing. IFAD actively contributing through relevant Pillar groups and through the UNCT steering role. The UN Socioeconomic and Peace Building Framework (the equivalent of the SERF in the Philippines) has been finalized with substantive contribution by IFAD (drafting of relevant paragraphs and joint undertaking of background studies with FAO, WFP and UNICEF)
Viet Nam	We have contributed with current relevant IFAD funded activities to the SERP (as it is called actually in Vietnam) and in addition, including a joint proposal with UNIDO to the MPTF, now approved and starting implementation.
Guatemala	The IFAD-funded grant "Boosting linkages between family farming and the school feed programs", implemented by WFP and FAO, is making food systems work within the COVID19's movement and economic restrictions. Over 5.000 family farmers are currently providing nutritious, health food to the National School Feeding Program in the poorest rural areas in Guatemala.
El Salvador	The public launch of the IFAD-funded "Rural Adelante" Project, in July 2020, boosted the implementation of 35 investments plans in vegetables, fruits and diary inclusive value chains. Over 5000 smallholders are currently participating in those initiatives.
LAC Region	The IFAD-funded "Agri-digitalization Project" seeks e-commerce and digital solutions to overcome the increasing obstacles for over 10.000 farmers to access market and financing due to the consequences of the Covid-19 pandemic in Bolivia, Guatemala, Haiti and Honduras.
Ghana	IFAD participated to the development of the Socio Economic response in 2020 and provided inputs on its achievement in the 2021 review.
Examples of joint RBA country strategies	
Country	Activity representing engagement in UN Reform implementation

Indonesia	A draft joint strategy document has been developed, and shared and discussed among the RBAs. Its objectives are specifically linked with the outcomes of the UNSDCF – which was signed by all parties (including IFAD) in April 2020, and closely aligned to the national development priorities. The draft is at advanced stages, though its finalization has been slightly delayed by COVID-19, which has resulted in a reprioritization of activities. The expectation is to finalize the plan in the next couple months.
Colombia	The tri-partite RBA joint strategic plan, is currently in the final stages of approval. Its finalization awaited the UNCT negotiation with Government of the UNSDCF, and its approval, so as to ensure alignment between the two and Government’s authorization of the priorities. The government approved the UNSDCF in March 2020. The intention was to have a final version of the plan April 2020, and to commence an RBA programmatic pilot for one region in Colombia in 2020. However, RBA planned/future activities have all been put on hold since the beginning of the COVID19 crisis. Despite this, IFAD is adapting the RBA programmatic pilot to the COVID19 response, while coordinating with FAO to jointly support smallholder farmers in Colombia.
Niger	Following a joint consultative dialogue in country, a draft tri-partite RBA joint strategic framework is near finalization. The theory of change providing a strategic framework for the action plan, and the action plan itself, have both been drafted, and the document is expected to be finalized by end-September. The expectation is that these will inform both the CCA and the UNSDCF itself, which is being prepared for the period 2022 onwards.
Sri Lanka	<p>In December 2020, the three Rome Based Agencies organized a first policy dialogue of a series with key stakeholders to discuss the current state of agricultural value chains in Sri Lanka and their links to the food system. The timely dialogue series presented the basis for the run-up to the Food Systems Summit in 2021. The dialogue sessions are particularly relevant as the COVID-19 pandemic has further highlighted the deficiencies of global and local food systems, threatening actively development gains.</p> <p>IFAD, along with FAO and WFP, developed the contents of LKA’s national dialogue of the Food System Summit organized and hosted by the Ministry of Agriculture (MoA). IFAD was part of the high-level speakers’ panel in the opening session of the dialogue, along with Minister, Secretary and National Convener from MoA, Resident Coordinator and the heads of the other RBAs. IFAD plans to organize the second independent dialogue with the other RBAs, government stakeholders and other partners in the country as a follow up to the policy dialogue in December 2020.</p>
Tajikistan	<p>In terms of collaboration with RBAs, IFAD is collaborating with WFP and FAO to implement the school feeding support program (SFSP) in Tajikistan. With agreement signed in 2021 for supplementary financing from the Russian Federation, this SFSP aims at contributing to the improved nutrition of more than 3,000 schoolchildren (grades 1-4) in Tajikistan. The program introduces new agricultural production methods and high-value nutrient crops to communities through schools as well as improving the hygienic and sanitary conditions at schools.</p> <p>In addition to SFSP, IFAD is in active partnership with FAO over the implementation of the CASP project. Through this partnership, FAO is delivering technical assistance via support to the agricultural mechanization and community capacity reinforcement component of the project. Further, in close collaboration with FAO IFAD is designing an extension of the</p>

	CASP: the CASP+.
Kyrgyzstan	<p>In terms of collaboration with RBAs, IFAD has participated in the UNCT retreat later 2020 as well as the RBA retreat (with FAO and WFP) in early 2021. The objective of the retreats was to discuss joint plans and share knowledge, financial and technical expertise towards sustainable development of Kyrgyzstan. More specifically, the RBA-retreat has been an opportunity to explore comparative advantages of each agency, and prospect areas of complementarity at country level. Consequently, a 2021 Action Plan has been drafted and is being regularly monitored on its implementation.</p> <p>IFAD is also playing a catalytic role within the RBAs in supporting the Government to prepare for the Food Systems Summit by securing some resources from on-going project as well as putting at the Ministry of Agriculture's disposal the IFAD-funded PMU for the coordination of the national dialogues.</p>
Moldova	IFAD, together with FAO, to jointly mobilize resources and support the coordination of the National Dialogue organization under the leadership of the Ministry of Agriculture and the very recently appointed national Convener.
Ghana	IFAD discussed preparation of RBA collaborative strategy and works closely with FAO and WFP in implementing an emergency project for addressing COVID impacts in the agricultural sector. IFAD and FAO are participating in leading development partners group and co-chair the Agricultural Sector Working Group (ASWG) in Ghana.
Examples of deepening project level partnerships with UN agencies	
Country	Activity representing engagement in UN Reform implementation
Mozambique	IFAD-WFP- FAO joint studies that will inform response efforts in three critical Food System nodes vulnerable to COVID19: (a) linking farmers to markets; (b) the promotion of small stock and poultry in rural and peri-urban areas and; (c) the production of fish in rural and peri-urban areas (US\$15K, carry forward funds). Joint RBA COVID Response plan for Mozambique will be ready in October 2020.
Mauritius	UNCT mobilized international expertise to support Mauritian Government to address the oil spill in Mauritius, a multidisciplinary team (French, South African and UK expertise) for rapid response to the oil spill in Mauritius. Responsiveness of UNCT was recognized by the Government. The UNSDCF is focused on risks & vulnerabilities with the objective of mobilizing green development finance to protect Mauritius coast and other natural assets. Briefing with UN RD's IFAD invited to explore finance solution with Government of Mauritius.

Namibia	Fill the Nutrient Gap Analysis, in collaboration with WFP, GIZ and FAO) (IFAD US\$15K, carry forward funds). Scope of the FNG for Namibia with virtual stakeholder workshops/consultations planned for Sept and Oct 2020. Potential in-country validation work scheduled for November.
Ecuador	Ecuador has been selected as one of the countries to implement a Joint Programme (IFAD-FAO-WFP) entitled, "Taking gender-transformative approaches (GTAs) to scale for impact on SDG2 to end hunger, achieve food security and improved nutrition, and promote sustainable agriculture" (the Joint Programme/JP GTA), with financial support from the European Union. The JP GTA aims at enhancing the RBAs' contribution to the achievement of SDG2 by addressing the root causes of gender inequalities and triggering transformative change processes that lead to gender equality and the empowerment of women and girls at all levels.
Lao PDR	The Agriculture for Nutrition project is a tri-partite RBA collaboration, financed with USD 38m of GAFSP funds. IFAD is the supervising entity. Based on the very effective collaboration and project, IFAD has submitted a request for additional funding of \$5.5 million to the GAFSP Secretariat (TBC by October 2020).
Pacific	IFAD has partnered with FAO on developing a GAFSP proposal covering 4 SIDS, that has been approved (Small Islands Food and Water Project), with IFAD as Supervising Entity for Investment (US\$11 million) and FAO as Supervising Entity for Technical Assistance (US\$ 1 million). IFAD is now collaborating with FAO Investment Center and the FAO Sub-regional Office for Pacific on detailed design. IFAD has joined as a partner in 4 of the UN proposals for the UN Covid19 Trust Fund in the Pacific which are currently under review by UN New York.
Sri Lanka	Under the newly approved SARP loan for Sri Lanka, there is an active partnership with UNDP, WFP and UNOPS. Parallel financing has been committed from UNDP (SARP will complement integrated agribusiness package where UNDP supported water Cascade rehabilitations and extend approach to adjacent areas), WFP (WFP will develop the commercialisation aspects through entrepreneurship capacity-building, strengthening the agrarian services and linking more entrepreneurial farmer groups to private sector buyers) and UNOPS (UNOPS will support the construction of production and marketing infrastructure to compensate for the lack of technical capacity for the construction of 'last-mile' infrastructure).
Nepal	IFAD joined with FAO, WFP and UN-Women to develop a joint programme entitled "Rural Women Economic Empowerment (RWEE)". This programme is currently under implementation.
Bangladesh	FAO and GOB signed an instrument, whereby FAO provides technical support to IFAD's Smallholder Agriculture Competitiveness Project.
Vietnam	FAO and IFAD, with other development partners (Netherlands and CIRAD) agreed to jointly support the oncoming Climate Smart agricultural transformation project in the Mekong Delta (CSAT).

Indonesia	IFAD and WFP are jointly preparing a proposal for the UN Trust Fund for Human Security, on “Improving human security by building sustainable food systems in Indonesia”.
Egypt	IFAD Hub Staff heavily involved in UN joint programmes (UN JWP, Planet Prosperity People and Women), SDGs monitoring, security matters and office management during the COVID-19 crisis.
Peru	IFAD joined other UN agencies (UNIDO, ILO, FAO) to develop and submit a USD 6.5 million proposal to the SDG Fund. The project aims at strengthening the enabling conditions and national technical capacities to increase green financial resources in the public and private sectors to promote sustainable investments in the Peruvian Amazon. This will facilitate the development of bio-businesses and eco-businesses as an alternative to timber production in the Amazon forests, reducing deforestation, preserving biodiversity (flora and fauna), and ensuring resilient livelihoods for native communities, i.e., the income and food of men and women.
Maldives	UNOPS is proving a TA under the Maldives Agribusiness Programme (MAP) to support the government in the implementation of the MAP.
Bhutan	IFAD is in negotiation with WFP for implementing the Consolidated Livelihood Exercise for Analyzing Resilience (CLEAR) for strengthening the Climate Smart Village (CSVs) approach. IFAD is also collaborating with the UNCT and RBAs with undertaking the in-country dialogues for the Food Systems Summit (FSS).
China	<p>Through collaboration with UN Women, IFAD’s recently completed project in Qinghai province was successful in promoting gender empowerment through institutional and individual capacity-building and income generation support, from which lessons learned were presented at a joint IFAD-UN Women-UNEP dialogue seminar in April 2021. The successful partnership with UN Women has frequently been referred to within UNCT China as good practice in joint project collaboration and the partnership will be replicated and formalized through an MOU (awaiting final government signature) through which UN Women will support the implementation of IFAD’s project in Hunan province (H2RDP) and complement IFAD interventions by designing and implementing specific activities aiming at empowering women.</p> <p>The RBAs in China are exploring the possibility of initiating at least one joint-RBA SSTC project that will be funded by the China International Development Cooperation Agency (CIDCA), likely in APR or LAC-region;</p> <p>FSS: The RBAs and ESCAP-CSAM have jointly been supporting the Government in their engagement for the FSS. As for UN initiatives, one Food System Policy Dialogue was co-organized in Dec 2020 and another Independent FSS Dialogue is being planned. Together with FAO and WFP, IFAD also partnered with the Good Food Fund (GFF) on delivering 2</p>

	<p>independent dialogues, a) Rural Revitalization and Food System Transformation, April 29 b) Wet Market Reforms and Food System Transformation, 16 June. Alongside FAO, IFAD also contributed to the FSS Regional Dialogue lead by the International Chamber of Commerce and the GFF on SMEs engagement on 7 June. Together with FAO, IFAD organised a webinar on reduction of carbon emission from pig industry on June 17th.</p> <p>IFAD is an active member on the Working Group for the RC-led "SDG Platform 2.0", which specifically aims at engagement with a diverse set of stakeholders, particularly Chinese private sector, to promote financing, knowledge sharing and partnerships for rural transformation in and outside of China, mainly in Kenya and Tanzania.</p> <p>Opportunities for inter-agency collaboration is continually looked for, particularly through the UNSDCF Results- and Thematic Groups, through which 5 thematic bi-annual Joint Work Plans have been developed.</p>
India	IFAD is liaising with WFP and FAO in supporting GOI in its preparations for the FSS, following the designation by the RC of WFP to lead the process. The process is not very dynamic, due to the recent spike in cases of COVID-19.
Philippines	Collaboration around the UN FSS dialogues. In Philippines we are part of a core group with FAO, WFP, UNICEF, WHO and UNDP working with the Department of Agriculture (National Lead) on the preparations of the National Dialogue process. As part of it we are financing a TA to support the Dept. Agriculture as well as a Farmers Organizations-led Independent Dialogue.
Haiti	Cooperation initiatives with FAO: in March, IFAD committed to co-finance a FAO-GCF project on resilient agriculture to be deployed in 2022; and in June, IFAD liaised with FAO HT and FAO/Regional for a joint sector study on Blue Economy development. FAO's Investment Centre is also a partner in the design of IFAD's innovative I-BE Blue Economy project in the Northeast, due for EB approval in September 2021.
Tajikistan	Youth. As of May 2021, IFAD started participating in the Youth Thematic Group of UNCT in Tajikistan. The purpose is to contribute to the development of common UNCT results for the development of Tajik-young people (15-24 years) and support joint advocacy and policy dialogue with government counterparts, civil society and other development partners with substantive inputs regarding young people as a unified entity. This youth platform serves as venue for UN agencies operating at country level to address the needs of young people, and to advance their civic engagement.

Kyrgyzstan	<p>In 2020 following the outbreak of COVID-19, IFAD has participated in the development of the UN Socio-Economic Response Framework (SERF) at country level. The purpose was to set out a strategic framework for the United Nations' urgent support to the Kyrgyz Republic to address the socio-economic impact of COVID by providing and leveraging a fast response in support of Government efforts to mitigate the immediate socio-economic impact of the crisis, and by helping the Government to pave the way for sustainable, longer term recovery. For the rollout and implementation of the SERF, IFAD seats in the thematic work group or Pillar III, which deals with the economic recovery by protecting jobs and enterprises. A work plan was laid down for 18 months, starting from March 2020.</p> <p>Moreover, ATMP's targeting strategy and AWPB are now considering those affected by COVID-19 as priority beneficiaries for the 2021 activities and will report on implementation indicators accordingly.</p>
Ghana	<p>IFAD, WFP and FAO developed an emergency response to COVID impacts in the agriculture sector with total financing of US\$41 million. FAO is also supporting climate smart agriculture activities under one of ongoing IFAD projects in Ghana.</p>
Guinea Bissau	<p>IFAD is contributing to joint response to COVID-19 by collaborating with WFP through IFAD funded RPSF initiative.</p>
Sierra Leone	<p>IFAD and UNOPS are collaborating to provide solar generated electricity to power processing equipment (rice mills, rice de-stoners, rice threshers and cassava processing machines) that were supplied to Agricultural Business Centers (ABCs), with funding from IFAD. Accessing electricity is one of the huge challenges to value chain actors across the country, particularly for those in the rice sector, which is the main staple food for the country.</p> <p>IFAD is also working closely with WFP to enhance access to markets (WFP) and value addition through the Agricultural Business Centers (ABCs) along selected value chains.</p> <p>IFAD, WFP, FAO and other UN agencies supported the Comprehensive Food Security and Vulnerability Analysis (CFSVA) 2020 report for Sierra Leone (2020). IFAD contributed US\$10,000.</p>
Burkina Faso	<p>IFAD contributed to the design of the Joint United Nations Support Program for Integrated Educational Development in the Sahel region in Burkina Faso, through the SD3C.</p> <p>IFAD is contributing to the process of the 2021 programme criticality exercise in Burkina Faso IFAD-WFP-FAO will start-up in 2021 the joint SD3C programme in Burkina Faso to support the G5 Sahel countries initiative IFAD-WFP-FAO and UNDP are involved in the national expert group to support the development of the country plan for the 2021 UN Food Systems Summit</p>

Mauritania	RBA cooperation: As part of a regional initiative, Mauritania along with the G5 Sahel countries + Senegal is part of the Sd3C regional lending programme addressing major issues in the region including security, conflict, climate change and COVID-19. Both WFP and FAO are major partners in this initiative.
Gambia (The)	IFAD is joining UNCT's Results Group 3 leads sustainable agriculture, natural resources, environment and climate change management (UNDAF PRIORITY 3) in identifying one area of priority for joint work.
Senegal	IFAD Dakar office is the initiator of the SD3C regional lending initiative in the G5 Sahel countries + Senegal is part of the Sd3C regional lending programme addressing major issues in the region including security, conflict, climate change and COVID-19. Both WFP and FAO are major partners in this initiative
Examples where we are actively supporting UNCT led COVID analytical work/ Multi-Purpose Trust Fund (MPTF)	
Country	Activity representing engagement in UN Reform implementation
Lao PDR	IFAD, FAO and WFP collaborated on a COVID-19 impact assessment study that is being finalised and will be presented to all key donors.
Pacific	IFAD has led the analytical work on food security and nutrition in Pacific as part of the UN Socio-Economic Assessment, in close collaboration with FAO, WFP and UNICEF. IFAD is now collaborating on the preparation of the UN Socio-economic Response Plan for COVID-19 in Pacific.
China	IFAD has led the analytical work on food security and nutrition in China as part of the UN Socio-Economic Assessment, in close collaboration with FAO, WFP and UNICEF. IFAD is now collaborating on the preparation of the UN Socio-economic Response Plan for COVID19.
Philippines	IFAD has led the analytical work on food security and nutrition in the Philippines as part of the UN Socio-Economic Assessment, in close collaboration with FAO, WFP and UNICEF. IFAD is now collaborating on the preparation of the UN Socio-economic Response Plan for COVID19.
Haiti	IFAD is working under the Integrated Strategic Framework (ISF), which was requested by the UN Security Council in resolution 2476 (2019) establishing BINUH (after the MINUSTAH peace keeping mission ended). The ISF integrates all UN-driven country efforts, as it includes both BINUH (United Nations Integrated Office in Haiti) as well as all organizations and agencies under the UN Country Team. The first ISF was prepared in Feb 2020. We are liaising closely

	<p>with the UNCT members to coordinate all country efforts. For instance, IFAD is joining with the other organizations to coordinate our COVID-19 socioeconomic response and in that context IFAD is processing the PURRACO emergency project. For the design of the Inclusive Blue Economy Project IFAD is envisioning close collaboration with FAO (fisheries and aquaculture) and UNESCO (peoples with disabilities) offices in Haiti. IFAD is also participating in the ISF update.</p>
Brazil	<p>Collaboration with other UN agencies with the coordination by the UN Resident Coordinator has intensified. For example, a number of UN agencies, including the 3 RBAs, have joined forces recently to prepare a joint Concept Note for a project for the UN COVID-19 Response and Recovery Multi-Partner Trust Fund (UN COVID-19 MPTF). This initiative, led by FAO, features strong linkages with IFAD-supported farmers' organisations. The new focus of the RC's role on coordination promotes this type of collaboration between sister agencies.</p>
Mexico	<p>IFAD worked with UNCT to integrate all our initiatives in response to the COVID-19 in a common framework to support national priorities in the recovery efforts from the crisis. As a result of this exercise, we are currently providing TA to support SADER post-COVID-19 strategy in collaboration with FAO, IICA and the World Bank which fits well with the new IFAD 2.0 business model for IFAD's work in UMICs. This initiative has involved participation in high-level discussion with agencies and senior officials, including Secretario de Agricultura y Desarrollo Rural and the Undersecretary.</p>
Panama	<p>IFAD in close collaboration with FAO, ILO and UNDP, IFAD participates in an interdivisional proposal to be submitted to the "UN COVID-19 Response and Recovery Multi-Partner Trust Fund", under the UNSDCF framework in Panama. Given the structure of multidimensional poverty in the country and the engines of economic growth, the proposal focuses on two fundamental pillars for a sustainable and inclusive economic reactivation: rural production and micro, small and medium enterprises (MSMEs).</p>
Papua New Guinea	<p>IFAD is an active member of the FAO/DAL (Department of Agriculture and Livestock) led Food Security Cluster, attended most of the weekly meetings and contributed to coordination/planning of activities and COVID-19 response. In addition, IFAD is co-financing in partnership with DFAT the development (data collection) and publication of a Food Price Bulletin in PNG. The IFAD project is supporting the data collection (with ICT equipment) and IFPRI is leading the data analysis.</p>
Viet Nam	<p>IFAD Vietnam joined hands with UNIDO and successfully obtained a one-year EUR 850,000 grant from the United Nations COVID-19 Response and Recovery Multi-Partner Trust Fund (UN COVID-19 MPTF). The grant used an IFAD/AsDB funded study on the Impact of Covid-19 on Agriculture as an input.</p> <p>The IFAD-UNIDO Vietnam Building Forward Better programme has been officially launched on 31 May 2021, with participation from all the parties committed to the objective of this joint initiative. The programme builds on IFAD's lending portfolio and aims at creating an innovative fruit value chain model in the Mekong Delta of Vietnam. The initiative is gender & youth-centred and is being developed to be scaled up across the rural economy with the ultimate goal of 'recovering better together'. The development objective is to increase income and economic empowerment of rural women and youth within the fruit value chain, starting with mango and pomelo.</p> <p>Under the IFAD regional grant NARDT, IFAD is assisting the Communist Party of Vietnam and the Government to review</p>

	the Agriculture-Farmers- Rural Development (Tam Nong in Vietnam) Strategy over 2010-2020 and renew this Strategy for 2021 -2030. COVID-19 response short and long term strategies will be included in this document.
Eritrea	IFAD contributed to the preparation of the UNCT Rapid Assessment – Socio-economic impacts of COVID-19 in Eritrea (May 2020)
Mozambique	IFAD participated, alongside other UN Agencies, to the COVID-19 Response and Recovery Needs Assessment (CRNA): Developing a framework and roadmap for post-COVID-19 recovery in Mozambique. IFAD also participated in the UN Multi-Sector Response Plan to COVID-19 for Mozambique (June 2020)
South Sudan	RBAs (IFAD, FAO & WFP as well as EU) support to the development of the COVID-19 impacts assessment results on agriculture and food security in South Sudan
South Africa	IFAD participated, through the technical oversight committee, in the study on the "Assessment of the Impact of COVID-19 on Agriculture and Food Systems", led by FAO and completed in November 2020.
Tanzania	IFAD has supported UN efforts to protect rural livelihoods through the RPSF instrument. This initiative, though a standalone proposal, has been submitted to the UN-RC's Office (RCO) for inclusion in the COVID-19 Socio-Economic Recovery Framework.
Thematic examples where IFAD is actively supporting UNCT led COVID analytical work/CCAs	
Cambodia	FAO and IFAD are co-chairs of the Technical Working Group for Agriculture.
India	IFAD together with RBAs engaged with the Govt of India high level Empowered Committee (EG5) to ensure that challenges faced by local communities, especially farmers' access to inputs, machineries and markets as well as food remained unhindered during the lockdown in 2020. The inputs gathered from the field and provided to the EG5 on a daily basis for over 2 months helped in timely resolution of logistical bottlenecks. This was also supplemented with policy briefs and normative guidelines (especially from FAO) to help farmers.
Viet Nam	IFAD and AsDB funded a study on the Impact of Covid-19 on Agriculture, Rural Livelihoods and the Rural Economy carried out by IPSRAD, a government agricultural think tank. The study has received high attention by Government of Viet Nam. UNCT has included the survey findings in the UN Report of comprehensive study on COVID-19.
Guinea	IFAD is part of the Technical Working Group for Agriculture. IFAD, jointly with the Government of Guinea developed a proposal to support smallholder farmers in rural Guinea as a response to the Covid-19 pandemic, funded through the RPSF allocation to Guinea.
Ghana	As part of the Emergency Support to Rural livelihoods and Food systems exposed to COVID 19 project (ESRF), IFAD provided seeds and fertilizers to the most vulnerable rural households to support production and incomes. Provision of PPEs, cash transfer to vulnerable households, operationalization of marketing channels and digital extension and

	marketing are planned for 2021.
Mauritania	Food systems summit: Led by the Ministry of Economic Affairs and Industry, UNICEF and IFAD, discussions on the food systems summit have begun for full participation of Mauritania at this important event.

Examples where we have signed up to the new UN Business Operations Strategy (BOS) at country level

Country	Activity representing engagement in UN Reform implementation
China	The BOS is completed and IFAD intends to sign-off
Fiji	The BOS is completed and IFAD intends to sign-off.
Vietnam	The BOS is completed and IFAD intends to sign-off.
Philippines	The BOS has been completed and IFAD intends to sign-off.
Ethiopia	IFAD has signed-off on the BOS
Kenya	The BOS has been completed and IFAD intends to sign-off
Rwanda	The BOS has been completed and IFAD intends to sign-off
Uganda	The BOS has been completed and IFAD intends to sign-off
United Republic of Tanzania	The BOS has been completed and IFAD intends to sign-off
Bolivia	The BOS has been completed and IFAD intends to sign-off
Brazil	The BOS has been completed and IFAD intends to sign-off
Guatemala	The BOS has been completed and IFAD intends to sign-off
Panama	The BOS has been completed and IFAD intends to sign-off
Egypt	IFAD has signed-off on the BOS
Sudan	The BOS has been completed and IFAD intends to sign-off
Burkina Faso	The BOS has been completed and IFAD intends to sign-off

Cameroon	The BOS has been completed and IFAD intends to sign-off
Côte D'Ivoire	The BOS has been completed and IFAD intends to sign-off
Guinea	IFAD has signed-off on the BOS
Ghana	BOS is under preparation and IFAD intends to sign-off.