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## **Progress report on Rome-based Agencies collaboration**

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**Action:** The Executive Board is invited to review the Progress report on Rome-based Agencies collaboration.

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## **Executive summary**

This document provides an update on the progress of Rome-based Agencies (RBAs) collaboration. Drawing upon the lessons learned from the joint evaluation of collaboration among the RBAs released in 2021, and in the face of the current global food crisis, the three agencies strengthened their cooperation at the global, regional and country levels, jointly promoting sustainable solutions to transform agrifood systems. Concrete achievements emerging from such collaboration are highlighted throughout the report.

As reiterated by the joint evaluation, collaboration among the RBAs takes place under the auspices of the United Nations development system repositioning. As such, the three agencies continue to prioritize country-level activities, deepening their engagement with United Nations country teams through joint planning, programming, financing and business operations. This will ensure both a stronger contribution to the attainment of the 2030 Agenda for Sustainable Development and substantial efficiency gains.

# Progress report on Rome-based Agencies collaboration



## I. Introduction

### A. Overview and purpose

1. In line with the Rome-based Agencies' (RBAs) commitment to provide an update to the Food and Agriculture Organization (FAO) Council and to the International Fund for Agricultural Development (IFAD) and World Food Programme (WFP) Executive Boards on their annual collaborative activities, the three Agencies jointly present this progress report. The report showcases how the three Agencies have been working together during the reporting period 2021-2022, highlighting several examples of concrete achievements arising from collaboration across global, regional and country levels. The report also builds upon the results of the independent *Joint evaluation of collaboration among the United Nations Rome-based Agencies*<sup>1</sup>, which reiterated the importance of this partnership for the advancement of the three Agencies' common objectives in achieving the Sustainable Development Goals (SDGs), while also recognizing the collaboration taking place under the auspices of the UN development system (UNDS) repositioning.
2. Chapter I provides a general overview of RBA collaboration over the past year, highlighting challenges and opportunities in the strategic direction towards agrifood systems transformation. Chapter II offers a selection of in-depth examples of strengthened coordination efforts implemented at global, regional and country levels. Finally, drawing on the lessons learned from the joint evaluation and taking into consideration the broader UN context where the RBAs operate, Chapter III highlights a pathway for future RBA collaboration.

### B. Major trends

3. Despite predictions that the world would recover from the recession triggered by the impacts of the COVID-19 pandemic, a global cost of living crisis – unseen in at least a generation – has emerged, compromising lives, livelihoods and our hopes for a better world by 2030. The conflict in Ukraine has compounded a pre-existing set of overlapping crises related to food, energy and finance that strike at the heart of peoples and nations' abilities to deal with adversity and invest in their sustainable development. Prices of food, energy and fertilizers have soared, causing both an availability and accessibility crisis, along with an overall increase in hunger, poverty and inequality. These soaring prices have also increased the costs of life-saving RBA operations. According to the State of Food Security and Nutrition in the World (SOFI) released in

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<sup>1</sup> The joint evaluation on RBA collaboration was on the ground released in the fall 2021. Its [summary report](#) was presented to WFP and IFAD Executive Boards sessions, respectively in November and December 2021. The same document was brought to FAO Joint Meeting of the 133rd Session of the Programme Committee and 191st Session of the Finance Committee, held in May 2022, and to the 170th Session of FAO Council held in June 2022.

2022, between 702 and 828 million people in the world faced hunger in 2021, around 150 million more than in 2019. In addition, with the intensification of the major drivers behind food insecurity and malnutrition (i.e. conflict, climate change and economic shocks) the world is drifting away from achieving the 2030 global targets. This compounded crisis is referred to herein as the global food crisis.

4. Against this backdrop, the RBAs redirected their efforts to effectively respond to this global food crisis, out of which new priorities have emerged. This shift is underpinned by stronger coordination in humanitarian crisis contexts, which the RBAs continued to advance by jointly developing global products that promote sustainable solutions to tackle food crises. The three Agencies' active engagement in the Food Security Cluster, as well as their leadership role within the Global Network against Food Crises, and the production of the SOFI constitute solid examples of such collaboration. Furthermore, the RBAs continue to deepen their cooperation across the five long-term priorities agreed in 2020<sup>1</sup>.
5. Furthermore, the three Agencies have leveraged the instruments provided by the ongoing UNDS repositioning to make their collaboration more effective, cost-efficient and impactful. More specifically, building on the recommendations of the joint evaluation, as well as on the need to confront the numerous challenges faced on the ground, driven by shrinking donor resources and increased competition among UN agencies, the RBAs have furthered their efforts in mobilizing voluntary contributions, joint planning, policy support and programming processes at the regional and country level.
6. A more tailored response to countries' specific needs and priorities has been essential to fully leverage the potential of RBAs and enhance collaboration and coordination across the humanitarian-development-peace nexus. In this regard, the RBAs continue to contribute collectively and individually to flagship UN joint programmes under the leadership of empowered UN Resident Coordinators (RCs). The UN country teams (UNCTs) and RCs are central pillars at the country level as they guide the work of the UN system under one common umbrella and assist the RBAs with identifying common objectives, mobilizing joint resources, developing agency specific policy, planning and programming tools in support of an integrated response and engaging in collective actions whilst avoiding duplications.
7. The RBA Senior Consultative Group (SCG) remains one of the main coordination mechanisms to facilitate information exchange at headquarters and foster collaboration and cooperation among the three Agencies. In 2022, the SCG met regularly to discuss and review various matters, including their response to the global food crisis, the UN Food Systems Summit (FSS) follow-up process, the RBA engagement within the Group of Seven (G7) and the Group of Twenty (G20), the coordinated response to the joint evaluation and administrative matters.
8. Finally, collaboration between FAO, IFAD and WFP is of particular significance in achieving the long-term objectives of the 2030 Agenda because, inter alia, the RBA complementary mandates, with their distinct technical expertise and capacities in the areas of food and agriculture are at the core of achieving the SDGs, in particular SDGs 1 and 2.

### **C. Joint evaluation of collaboration among the RBAs**

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<sup>11</sup> The five long-term priorities are: (i) the UNDS reform; (ii) the UN Food Systems Summit; (iii) the COVID-19 response; (iv) joint funding to drive collaboration; (v) leveraging knowledge and operationalizing collaboration.

9. In 2021, the evaluation offices of FAO, IFAD and WFP completed an independent joint evaluation of collaboration among the RBAs. The evaluation assessed the relevance and results of all forms of collaboration; the factors affecting those results; and the value added by RBA collaboration. The evaluation confirmed that RBA collaboration has been, and continues to be, largely relevant to the principles and vision that guide the strategic direction of the United Nations development system. It also recognized that the operating context for the RBAs is dynamic and that RBA collaboration is one of several ways to contribute to the Agencies' shared objectives.
10. RBA Management welcomed all recommendations of the evaluation. Management appreciated that the evaluation provided a rationale to "reset" RBA collaboration, to make it more strategic, meaningful and impactful. In 2022, the RBAs set out to jointly address the recommendations. Below is a short update on the current status of the recommendations:
11. **Recommendation 1** (Update the Memorandum of Understanding (MoU) between the RBAs): The MoU will be updated by year-end to include thematic priority areas of collaboration. It should be noted that the MoU represents a framework and strategic reset of the RBAs collaborative efforts and as such will not provide guidance on matters such as overlap and competition. Such matters as well as other points mentioned in the recommendations will be addressed and included in the joint guidance being developed.
12. **Recommendation 2** (Restructure and reinforce the coordination architecture within the framework of the UNDS reform): Collaboration is restructured by the overall UNDS reform process and, specifically, the UN Sustainable Development Cooperation Framework (UNSDCF) at country level, under the leadership of the United Nations Resident Coordinator. Furthermore, the RBAs are in the process to appoint focal points who will help facilitate the RBAs' engagement in the UNSDCF.
13. **Recommendation 3** (Further embrace the new joint programming mechanisms at the country level): The RBAs have developed guidance on jointly preparing to engage in UNSDCF planning processes and how to harmonize their resource mobilization efforts with those of the RCs for the UNSDCF.
14. **Recommendation 4** (Focus administrative collaboration efforts on further embracing the UN efficiency agenda): The RBAs continue to integrate their administrative collaboration with the overall United Nations efficiency agenda. However, through the RBA administrative feasibility assessment<sup>2</sup>, which will be completed by year-end, areas of stronger collaboration at the respective headquarters level are being explored. Furthermore existing RBA collaboration at headquarters level in corporate services can be considered significant (see Annex 1).
15. **Recommendation 5** (In considering the development of joint projects and programmes, assess the costs and benefits of the collaboration and proceed if the benefits outweigh costs): The RBAs are working on a short guidance note which is aligned with the overall UN system guidance on joint programmes. This note will be shared with RBA country teams.

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<sup>2</sup> In 2022, the three Agencies hired an external service provider to carry out the feasibility study for the integration of administrative services among the RBAs, which was requested by Members during the 163rd Session of FAO Council held in December 2019.

## II. 2021-2022 RBA collaboration across global, regional and country levels

16. Chapter II provides a substantive overview of collaboration activities at the global and corporate levels, and a status of selected country and regional level work. To visualize the work of the RBAs and demonstrate the nature of collaboration, several in depth examples are presented.

### D. Highlights of collaboration activities at global level

17. As the three Agencies most directly responsible for supporting countries transforming agrifood systems and achieving SDG 2, the RBAs continue to pursue critical work in terms of joint advocacy and policy development as well as knowledge and information sharing. In the context of the current global food crisis, the three Agencies are coordinating their responses on the ground whilst jointly addressing the global implications of the conflict in Ukraine. In 2022, FAO, IFAD and WFP called for urgent action to address the global food security crisis in high-level global fora, including the United Nations General Assembly (UNGA), the Global Crisis Response Group (GCRG), G7 and G20, and succeeded to put food security high on the global political agenda. In this context, FAO and WFP also provided joint briefings to the UN Security Council on conflict and food security, as well as to Members in Rome, advancing concrete proposals to address current and future food shortages.

18. The RBAs continued to pursue strong collaboration in the context of the UN FSS follow-up process, especially through the FSS Coordination Hub hosted at FAO, supporting countries with the implementation of their national pathways.

19. In addition to the above, the RBAs have continued to advance their joint work within the Committee on World Food Security (CFS). Within this multi-stakeholder platform, the three Agencies leveraged their convening power and technical capacities to develop and endorse policy recommendations and guidance on a wide range of food security and nutrition topics.

### 20. RBAs response to the current global food crisis

**Background:** The war in Ukraine is causing extensive damage and loss of life, as well as deteriorating global food security with multiple implications for global markets and food supplies. Combined with the effects of the ongoing global pandemic, climatic shocks and other local conflicts, the disruption of agrifood systems associated with the war represents a challenge for food security for many countries, especially for low-income food import-dependent countries and vulnerable population groups.

The RBAs recognized that, with the current crisis, the fragility of agrifood systems and supply chains has come to the forefront. During the COVID-19 crisis, the RBAs undertook more than 20 policy-oriented analytical studies of the impact of the pandemic on the agricultural and rural sectors in selected countries. In the context of the current crisis, the RBAs are monitoring the impacts of the rising prices of food, energy sources, and fertilizers, each drawing upon its specific sources of data and complementary analytical capabilities. In addition, through individual and joint efforts, the Agencies are responding to the current global food crisis by tackling short-term emergency relief and long-term resilience strengthening.

**Results:** The RBAs are working to maintain their strong collaboration, particularly through regular information sharing, improved joint engagement in global multilateral forums, and increased country-level coordination. These coordinated efforts of RBAs are outlined below:

The Food Security and Livelihoods Cluster (FSLC): Led by FAO and WFP, the FSLC operates in Ukraine since 2014 and coordinates the action of about 315 partners. The main focus of the FSLC is to ensure that the most vulnerable groups have immediate access to life-saving food assistance and to strengthen the resilience of the vulnerable, conflict-affected population by strengthening their capacity through restoration of agricultural and non-agricultural livelihoods.

As an example, in July and August 2022, FSLC provided assistance to over 5.4 million beneficiaries<sup>3</sup>. This is based on assessments carried out of the needs of people in newly accessible areas which is required to ensure a timely and effective response. Assessments are planned regarding the contamination by mines and unexploded ordinances in order to determine appropriately targeted food assistance and livelihood support.

Multi-sectoral human impact assessment (HIA): WFP and FAO are jointly supporting the UN food security and livelihoods component of the HIA to assess the overall impact on the war on the population through indicators such as the Food Insecurity Experience Scale (FIES), coping strategy index, and food expenditure.

Global Crisis Response Group on Food, Energy and Finance (GCRG): The GCRG called by the UN Secretary-General, while carrying out a coordinated global response to the ongoing crises, ensures high-level political leadership to advance the inter-connected challenges of food security, energy and financing. All three RBAs are collectively contributing to the group, which aims to develop coordinated solutions to the interlinked crises in collaboration with governments, the multilateral system and sectors.

Agricultural Market Information System (AMIS): This initiative aims to improve food market transparency and the response to policy for food security. AMIS also provides a unique platform for policy dialogue and coordination among Members (including the Russian Federation and Ukraine). The three Agencies contribute to the AMIS Secretariat, both as users and producers of AMIS products.

The Food and Agriculture Resilience Mission (FARM): Announced by the French Presidency of the Council of the European Union, along with the European Union, African Union and G7 partners, this initiative aims to prevent the catastrophic effects of the Russian Federation-Ukraine war on global food security. The RBAs are working together to contribute to the three pillars of the initiative: FAO (trade); IFAD (resilient local agricultural production); and WFP (solidarity).

Global Alliance on Food Security (GAFS): Launched by the German G-7 Presidency, this initiative aims to catalyse an immediate and joint response to the ongoing global food crisis caused by the war in Ukraine. The RBAs are working together through the GAFS initiative to ensure close collaboration and coordination, as well as to improve agrifood systems through mid- and long-term interventions.

Joint Statements by the Heads of FAO, the International Monetary Fund, World Bank Group, WFP, and World Trade Organization on the Global Food Security Crisis: Two statements were issued in July and September 2022 calling for urgent action to address the global food security crisis, and outlining four key areas for attention, including to: support efficient production and trade, improve transparency, accelerate innovation and joint planning and invest in food systems transformation. IFAD is also deeply concerned about the crisis and its impact on the poorest rural people and recognizes that the RBAs have a critical role to play in the global multilateral response. IFAD has received

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<sup>3</sup> Food Security Cluster. *FSL cluster Interactive Dashboard*. Cited 21 September 2022. <https://fscluster.org/ukraine/document/fsl-cluster-interactive-dashboard>



assurance that it will be engaged within this group going forward to help build stronger links between emergency and humanitarian support and development.

Finally, the RBAs are set to work in collaboration on a number of country initiatives under the IFAD Crisis Response Initiative (CRI), which aims to channel grant funding towards the protection of productive rural livelihoods in 22 countries severely affected by the current global food crisis.

## 21. RBA collaboration on G20

**Background:** The Group of Twenty (G20) was formed in 1999 to foster economic policy coordination among the largest global economies in response to the global financial crisis of 1997-1999. Since its inception, the G20 agenda expanded beyond financial cooperation to include other areas of work where global cooperation can yield shared benefits. In addition to the finance track of work, the sherpa track now encompasses a number of working groups, including those dedicated to agriculture, development, education, and environment. The work carried out under all tracks culminates in the annual Leaders' Summit and Declaration, which expresses commitments and vision for future collaboration.

The first Meeting of the G20 Ministers of Agriculture was convened in 2011 under the French G20 Presidency, in response to the global food price volatility crises of 2008-2011. A key outcome of this first meeting was the establishment of the Agricultural Markets Information System, hosted at FAO, which was instrumental in the G20's response to the food price volatility crises and remains a key pillar of global agricultural markets transparency. In 2022, the RBAs have been invited to brief G20 Agriculture, Foreign, Development, and Finance Ministers, and Central Bank Governors on the consequences of rising food and energy prices for global food security.

**Results:** FAO, IFAD and WFP provide technical support to G20 working groups. This support comes in the form of thematic reports, outcome documents, policy recommendations, participating in meetings, and contributing to their dialogue. The RBAs also host several G20 initiatives, including the Technical Platform on the Measurement and Reduction of Food Loss and Waste, the Tropical Agriculture Platform (both hosted at FAO), and the Platform for Agricultural Risk Management (hosted at IFAD).

Over the years, RBA technical focal points supporting the G20 process have consolidated their collaboration under the G20, which stands out in the numerous joint technical reports submitted to G20 Presidencies over the years as well as the number of initiatives launched and hosted by the RBAs. G20 technical focal points are in close contact, sharing information, supporting each other and coordinating inputs to thematic working groups and meetings. This internal cooperation facilitates and increases the efficiency of the overall RBA engagement under the G20, while promoting coordinated actions and policies that can foster global food security.

The RBAs recognize that they can offer solutions to today's global food crisis while setting the groundwork to respond to longer-term challenges associated with conflict, climate change, and the impacts of the COVID-19 pandemic. Moving forward, the RBAs will continue supporting and working with each G20 Presidency and G20 Members to develop concrete solutions to eradicate hunger, and ensure that matters related to food security and nutrition remain high on the agendas of intergovernmental fora.

## 22. Update on the UN Food Systems Coordination Hub

**Background:** Post-Food Systems Summit, the RBAs have stepped up and demonstrated a strong collaboration at all levels, to support a solid follow-up on commitments taken by the UN system. Following consultations between the UN Deputy Secretary-General (DSG) and the Principals of the RBAs, the United Nations Environment Programme

(UNEP) and the United Nations Development Coordination Office (DCO), it was agreed that the Hub would be hosted by FAO on behalf of the UN system. Currently, the RBAs plus DCO and the World Health Organization (WHO) have seconded/assigned dedicated professional personnel as well as contributed seed funding to the Hub. The Principals of the RBAs, UNEP and DCO have also assumed oversight of the Hub through a steering committee which approved the Hub's Biennial Workplan 2022-2023, at its last meeting in April 2022.

**Results:** The Hub Work Plan is a living document which provides strategic direction for the Hub, setting out activities and deliverables under six key functions<sup>4</sup>. The RBAs and other agencies supporting the Hub are actively involved in the implementation of the workplan drawing on their strengths and comparative advantage.

**National pathways:** During the Summit, countries expressed a collective sense of urgency and the need for national food systems to transform and to ensure a sustainable future for all. This vision was translated through the development of 117 national pathways for sustainable, equitable and resilient food systems. The RBAs at headquarters, regional and country-level are currently gearing up in coordination with the Hub and the RCs system, to provide coordinated, country-driven and customized support in translating these pathways into action. At country level, collaboration is also being explored by FAO with the Hand in Hand Initiative on pathway implementation.

**The ecosystem of support and coalitions:** The RBAs also played a pivotal role in setting-up coalitions, established in the context of the Summit. At present, 26 different UN agencies, funds and programmes are engaged in 21 coalitions, with the RBAs providing important leadership.

**Financing food systems transformation:** Financing food systems transformation has been identified by National Convenors as one of the key areas in which countries are requesting support. IFAD has been designated by the DSG to lead the efforts in this work stream, together with the World Bank and in collaboration with the Hub. Leveraging on the food finance architecture launched during the FSS, the aim is to optimize public spending and mobilize private capital for a global food system transformation. IFAD and the World Bank, together with other key partners are working towards three key strategic priorities: 1. Development of country food finance markers to help countries, food businesses and key partners assess the performance of the country's food financing architecture and gaps; 2. Provide support to a first cohort of 10-15 countries to broker a "4I" package for food systems transformation that brings together information, investments, incentives and innovation; 3. Influence development finance windows for catalytic country funding for food systems transformation.

In addition, for financing, the UN Joint SDG Fund Emergency Modality is providing tremendous impetus to RCs and UNCTs to support food systems transformation (83 UNCTs launched joint programmes worth 21.4 million USD). Over 90 percent of the proposals have a priority focus on food or a mixture of food and the other two sectors of energy and finance. Twenty-two UN entities have received funding, with the RBAs - especially FAO and WFP - being in the lead.

**Synergies and partnership with the Global Crisis Response Group:** Since the start of the current global food crisis, there has been growing synergistic cooperation between the UN Food Systems Coordination Hub and the GCRG. In July 2022, the Hub, together with two of the co-chairs of the food workstream of the GCRG, convened five regional

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<sup>4</sup> i. Facilitating implementation of national pathways; ii. Strengthening strategic thought leadership; iii. Engaging the ecosystem of support; iv. Leveraging means of implementation; v. communicating and advocating a food systems approach; and vi. Preparing for the 2023 stocktaking moment.

touchpoints with National Food Systems Convenors to exchange on the impacts of the crisis on national pathways, on their adaptation to respond to the ongoing shocks and on measures taken to build resilience and protect the most affected and vulnerable.

### **E. Highlights of collaboration activities at regional and country level**

23. Over the years, RBA collaboration has proved to achieve its major impact at the regional and country levels and, as previously stated, this collaboration takes place under the umbrella of the UNDS repositioning. At regional and country level this means reinforced coordination within the new generation of UNCTs to promote joint strategic advocacy related to SDG 2 under the leadership of RCs. By bringing together their distinct capacities and expertise, the RBAs are effectively contributing to joint planning through Common Country Analyses and UNSDCFs, as well as participating in joint programming processes. Feedback from FAO's internal Country Annual Report 2021 demonstrates the great significance attributed to RBA collaboration: results received from 121 country offices indicate that IFAD and WFP are among the Organization's top-three key UN partners at country level alongside UNDP. FAO country offices also reported that the main areas of collaboration with these key UN partners are in programme design and implementation, planning and policy, as well as joint advocacy.

24. At regional and country levels, the RBAs continue to engage in UN joint programmes such as the Joint Programme for the Sahel in Response to the Challenges of COVID-19, Conflict and Climate Change (SD3C), which represents a flagship example of regional level coordination. The RBAs also deepened their joint work in several thematic areas such as gender and women's empowerment, recognizing the catalytic role played by women in food systems. Through the framework provided by South-South and Triangular Cooperation, RBA collaboration also played a key role in facilitating innovative partnerships and coalitions to ensure food security and resilient livelihoods, promote innovations, and catalyse investment for more efficient, inclusive, resilient and sustainable agrifood systems. Lastly, the RBAs support each other with the design and implementation of specific country level investment projects, as in the case of the longstanding partnership between IFAD and FAO through the FAO Investment Centre. The following in-depth examples provide more details on regional and country level collaboration.

#### **25. Update on SD3C Programme, an example of IFAD financing enabling RBA regional collaboration**

**Background:** The SD3C is a unique programme in the Sahel region implemented on the ground in close collaboration between IFAD, FAO, WFP, the G5 Sahel Secretariat and the six governments (Burkina Faso, Chad, Mali, Mauritania, the Niger and Senegal). This joint endeavour brings together the RBAs' respective experience and comparative advantage to support the programme and ensure that each Agency contributes with its technical knowledge and expertise. The programme aims to impact the institutional capacities of the G5 Sahel in terms of inclusive political and social dialogue in favour of peace and security with the active involvement of farmers' organizations. In leading the implementation of this initiative, IFAD provides financial management, technical support and coordination, while FAO and WFP provide technical expertise and implementation support. The SD3C programme is operationalizing the MoU, signed in December 2020, between the G5 Sahel and the RBAs. As of September 2022, all countries (except Mauritania) and the G5 Sahel have started implementing their activities. The programme also contributes to and is aligned with the implementation of the G5 Sahel strategy for development and security, along with the United Nations Integrated Strategy for the Sahel (UNISS).

**Results:** The table below summarizes the key activities implemented by FAO and WFP, as well as the results achieved by the project since its inception. Many of these activities such as targeting, were carried out jointly. IFAD's primary role remains financing, as

well as coordination with the various stakeholders. The G5 Sahel ensures the monitoring and evaluation of the SD3C. The programme has highlighted the importance of fostering a collaborative working dynamic between the three Agencies to facilitate its smooth running. Inter-agency operational coordination has been recognized as an essential pillar of the programme to maximize integration and strengthen synergies.

Countries	FAO Activities	WFP Activities
<b>Burkina Faso</b>	<p>-An unconditional cash transfer implementation plan developed and validated for 1 063 households (particularly for women heads of households and young people).</p> <p>-Twenty-five agro-pastoral field schools established in five districts.</p> <p>-3 375 heads of breeding goats, 900 heads of fattened sheep, 113 tons of livestock feed, 174 medicines for livestock diseases.</p>	<p>-Productive asset creation activities through the food for asset (FFA) approach for 1 419 households (851 female participants and 568 male participants) resulting in a total of 90 hectares (ha) of agricultural half-moons, 155 ha of agricultural zaï, 137 ha of pastoral half-moons, 38 manure pits, the production of 743 metric tonnes (MT) of compost for nutritious gardens and production of seedlings, five homestead gardens of 500 square meters (m<sup>2</sup>) each and 50 household "lucky gardens".</p> <p>-Eighty-two home visits on barrier measures to fight against COVID-19 for 1012 people.</p>
<b>Mali</b>	<p>-Nine circles and 15 communes located in the border areas of SD3C have been jointly selected by RBAs.</p> <p>-8 680 households (i.e. 52 080 individuals) of which 30 percent are women and young people are targeted following an inclusive community participation process, monitored and co-facilitated by local non-governmental organizations (NGOs) in collaboration with the community and decentralized technical services.</p> <p>-Provision of agricultural kits to 3 509 people including 821 women and 626 young people.</p>	<p>- Eight community-based participatory planning workshops.</p>

<b>Niger</b>	<p>-Training on defence and restoration of soils and conservation of water and soils techniques for 54 brigadiers/team leaders of WFP.</p> <p>-Seventy-two young girls trained (36/districts) on the manufacturing of artisanal masks and soap, for the prevention of COVID-19.</p> <p>- Provision of 4 800 households with home garden equipment.</p> <p>-Provision of 4 800 households with agricultural seeds.</p> <p>- Establishment and capacity development of 100 Dimitra Clubs<sup>5</sup>.</p>	<p>-Nutritional assistance for 1 747 children aged 6 to 23 months to prevent malnutrition.</p> <p>-Production of 237 540 plants.</p> <p>-Productive asset creation activities through the FFA approach resulting in a total of 1 020 ha of land restored, 73 km stone bunds constructed and 9 578 cubic meters (m<sup>3</sup>) of multipurpose water pond excavated.</p>
<b>Senegal</b>	<p>-Sixty-three Dimitra clubs established in 21 villages for a total of 1 890 members, 60 percent of whom are women and 45 percent young people.</p>	<p>-Rehabilitation of pastoral shop with the Departmental Service of Livestock and Animal Production.</p> <p>-Training on agro-biological techniques (composting, bio pesticides): 24 participants of which 17 women.</p> <p>-Productive asset creation activities through the FFA approach resulting in a total of 2.16 km of stone barriers and 10 dykes constructed.</p>

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<sup>5</sup> They are groups of women, men and young people – mixed or not – who organize on a voluntary basis to bring about changes in their communities and resolve problems using their own resources, without relying on external support.

<p><b>Chad</b></p>	<p>-Two participatory community planning workshops carried out for the benefit of 10 villages.</p> <p>-Rehabilitation of 820 linear meters covering 1 600 ha, for the benefit of 3200 farmers (including 2 014 men (63 percent), 1 186 women (37 percent) and 1 231 young people (38 percent).</p>	<p>-Productive asset creation activities through the FFA approach resulting in a total of three dikes of 0.82 km rehabilitated to restore 1 600 ha, 750 improved stoves manufactured within households, 300 family latrines constructed in vulnerable households and three grain stores built.</p> <p>-Socio-economic categorization: identification of 3 200 households and the socio-economic categorization following the household economy approach (2 014 men and 1 186 women including 1 318 young people).</p> <p>-Food assistance in conditional cash to 2 075 households (1 400 households for the rehabilitation of dykes, 375 for improved stoves and 300 for latrines) through the FFA approach.</p>
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## 26. Update on RBA collaboration around South-South and Triangular Cooperation (SSTC)

**Background:** Supported by their joint roadmap, the RBAs continued to work together on South-South and Triangular Cooperation (SSTC). To further their joint vision and action, the three Agencies leveraged the opportunity provided by the review, evaluation and preparation of their SSTC policies and strategic approaches to identify common operational priorities.

Mainstreaming SSTC was confirmed as a key focus area and a number of proposals were agreed to support this shared agenda. They included exploring more opportunities for the joint organization of SSTC events; creating a network of agency platforms to coordinate in-country SSTC initiatives; reinforcing RBA collaboration on monitoring methodologies for SSTC by identifying challenges and useful indicators; enabling mutual learning in areas such as costing of activities; enhancing engagement with the private sector; and strengthening the triangular component of SSTC.

As a reflection of the importance and follow-up of the 2021 FSS commitments, a number of activities were mapped to operationalize these proposals centred on opportunities for the RBAs to strengthen agrifood systems transformation through SSTC.

**Results:** One example is RBA joint participation in the International Seminar on Global Poverty Reduction Partnerships, which focused on strengthening South-South and Triangular Cooperation to address global poverty and reinforce local agrifood systems. The representatives of the Agencies at the event called for increased synergies to learn and promote success stories such as the Chinese model and the 106 Best Poverty Reduction Case Studies.

Another illustration of the RBAs' common engagement for food security is an intervention in Cuba, implemented by WFP and funded by the China-IFAD SSTC Facility. The project will expand successful nutrition-sensitive approaches from one municipality throughout the country, benefiting from external expertise from Central America and Asia. The intervention is expected to reach more than 75 000 beneficiaries in the rural areas of the country.



In line with their shared mandate of ensuring food security for all people, the Agencies have joined forces to support one of the most impactful evidence-based interventions to positively transform global agrifood systems through national home-grown school feeding (HGSF) programmes. This SSTC initiative aims at strengthening the capacity of selected countries to design and implement policies to improve the supply and demand for nutritious and locally produced food to school canteens, directly benefiting farmers and school children. An initial list of five countries – Kenya, the Philippines, Rwanda, Sao Tome and Principe, and Senegal – were identified to serve as pilots for the collaboration. The RBA SSTC Programme on HGSF was launched in September 2022 allowing a dialogue between Members, UN agencies and partners on how HGSF programmes can support achieving food security and nutrition for all. Representatives from the Global South voiced their views on their challenges and approaches to HGSF. The programme can be expanded to other countries upon demand and resource availability.

By leveraging each Agency's comparative advantage, RBA-facilitated SSTC can play a pivotal role in enabling countries of the Global South to share their knowledge and experience to strengthen national agrifood systems to reach the most vulnerable individuals and groups.

**Challenges and lessons learned:** Donor funding for SSTC continues to be a challenge. Although resources, especially human, are allocated from the administrative budget of the three Agencies the People's Republic of China remains the main source of financial support. Notwithstanding this has enabled significant progress on SSTC, support from a wider range of partners is needed to improve the implementation of in-country programmes and ensure that opportunities are realized to scale up the impact of SSTC. Resource mobilization is, therefore, a key consideration and each Agency is increasing its engagement with partners to explore available options.

## 27. Working together on gender

**Joint Programme Accelerating Progress towards Rural Women's Economic Empowerment (JP RWEE):** The second phase of JP RWEE was launched in March 2022.

Jointly implemented by FAO, IFAD, WFP and UN Women, JPRWEE aims to secure the livelihoods, rights and resilience of rural women in the context of sustainable development and 2030 Agenda. It focuses on four key outcomes for rural women: (1) improved food security and nutrition; (2) increased incomes to sustain livelihoods and build resilience; (3) increased voice and agency for full leadership and participation in rural communities and governance structures, and (4) more gender-responsive policy environment for the economic empowerment of rural women. The JPRWEE activities are implemented at the household, institutional, community and policy levels. JPRWEE represents a unique partnership between the three RBAs and UN Women, as the programme generates synergies that capitalize on each Agency's mandate, comparative advantages and institutional strengths. To date, it has supported over 80 000 rural women and 400 000 households through a set of integrated interventions, with the generous support of the Norwegian Ministry of Foreign Affairs and the Swedish International Development Cooperation Agency (Sida). The programme aims to secure the livelihoods, rights and resilience of rural women in the context of the 2030 Agenda for Sustainable Development.

During 2022-2027, the JPRWEE will be implemented in Nepal, the Niger, the United Republic of Tanzania, Tunisia and the Pacific Islands.<sup>6</sup> This second phase of the JP RWEE

<sup>6</sup> Shall additional funding become available, more countries will be able to also benefit from the JP RWEE.

will incorporate a gender transformative lens to address unequal power dynamics and discriminatory social norms, and a resilience lens to enable rural women to anticipate, adapt and respond to hazards and shocks.

**Results:** Following the preparation of the fully fledged country level project documents, 12-month work plans and risk assessment matrix, the second phase of the programme was officially approved by the JPRWEE international steering committee in May 2022. The countries are currently engaged in recruiting national personnel, selecting target beneficiaries in the focus areas and preparing the baselines.

**Joint Programme on Gender Transformative Approaches for Food Security and Nutrition (JP GTA):** The European Union-RBA JP GTA has also made strong progress over the last year. At global level, highlights include the development of guidance on how to formulate indicators to measure changes in gendered social norms in the context of food security and nutrition.

In addition, an in-depth, five-week pilot workshop series on social norms was organised for around forty practitioners from FAO, IFAD, WFP and European Union Delegations. The JP GTA is operating in Ecuador and Malawi, where it collaborates with partners to gather data on social norms and implement gender transformative approaches, seeking to test and validate the JP GTA theory of change for gender transformative programming.

The Government of Ecuador and the RBAs officially launched the JP GTA in the country to reduce the gender gap and the specific barriers that rural women face in family farming and agrifood value chain.

Moreover, as part of the process of promoting the voices of rural women leaders, 'Mesa Mujer Rural', or Rural Women's Roundtable was launched. In Malawi, the JP GTA has been partnering with CARE International to carry out a social norms diagnostic study in five districts to understand the gendered social norms that influence the financial inclusion of women and youth who are members of Village Savings and Loan Associations (VSLAs).

## 28. Country level collaboration within the UN efficiency agenda

**Background:** Given its focus on enhancing general effectiveness, accountability and cohesion, the UNDS reform promotes various initiatives such as the UN efficiency agenda to achieve efficiency gains. UNDS has recently revised the Efficiency Roadmap 2022-2024 which retains the commitment and the intent to achieve USD 310 million in savings annually across the wider UN system through a variety of inter-agency, agency, and bilateral initiatives.

As part of UNCTs, the RBAs continue to identify areas for enhanced collaboration within the UN efficiency agenda through various efficiency initiatives: the Business Operations Strategy (BOS), the local shared service centres (LSSC, formerly referred to as CBO), common premises (CP) and global shared services (GSS).

In particular, BOS is a critical instrument that reinforces linkages between efficient business operations supporting effective programmes. BOS enhances cost effectiveness and quality of operational support processes, such as procurement, information technology, human resources, logistics, administration and finance. BOS is structured around six common service lines<sup>7</sup>.

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<sup>7</sup> Administration, Finance, HR, ICT, Logistics, and Procurement.



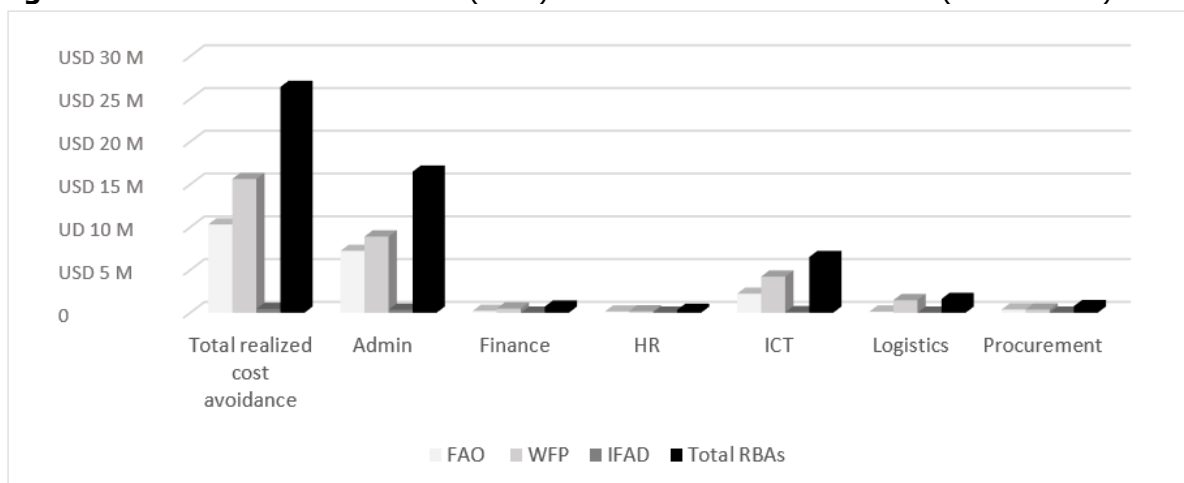
Also for GSS, RBAs are looking into opportunities to leverage on each other’s location independent services. For example, the UN Booking Hub, powered by WFP, is offering accommodation, flights, mobility and carpooling, medical and wellness services for humanitarian partners from 14 UN agencies in 106 countries. IFAD has joined the UN mobility service for its global operations while FAO is considering the business proposal.

**Results:** The RBAs are actively participating in BOS at country level across the six service lines.

The RBAs engage in BOS as individual entities through the country level operations management team (OMT), not as RBAs collectively. At the country level, the information is captured in UN INFO and monitored by DCO. UN INFO provides detailed information about cost avoidance<sup>8</sup> for the RBAs (see Figures 1 and 2). These figures show the estimated and realized cost avoidance over a period of eight years (2019-2026), which amounts USD 67.5 million for the RBAs. In particular for the past three years (2019-2021), these figures show the realized cost avoidance for USD 26.5 million. Most of cost avoidance is derived from administrative services.<sup>9</sup>

In summary, the collaboration in common services at country level is taking place under wider UNDS repositioning processes, as per Recommendation 4 of the joint evaluation<sup>10</sup>. In this regard, the UNDS repositioning provides an opportunity for enhanced efficiency gains, which allows the three Agencies to concentrate their collaborative efforts at country level on joint programming, policy and advocacy.

**Figure 1.** Realized cost avoidance (USD) from BOS services for RBAs (2019-2021)



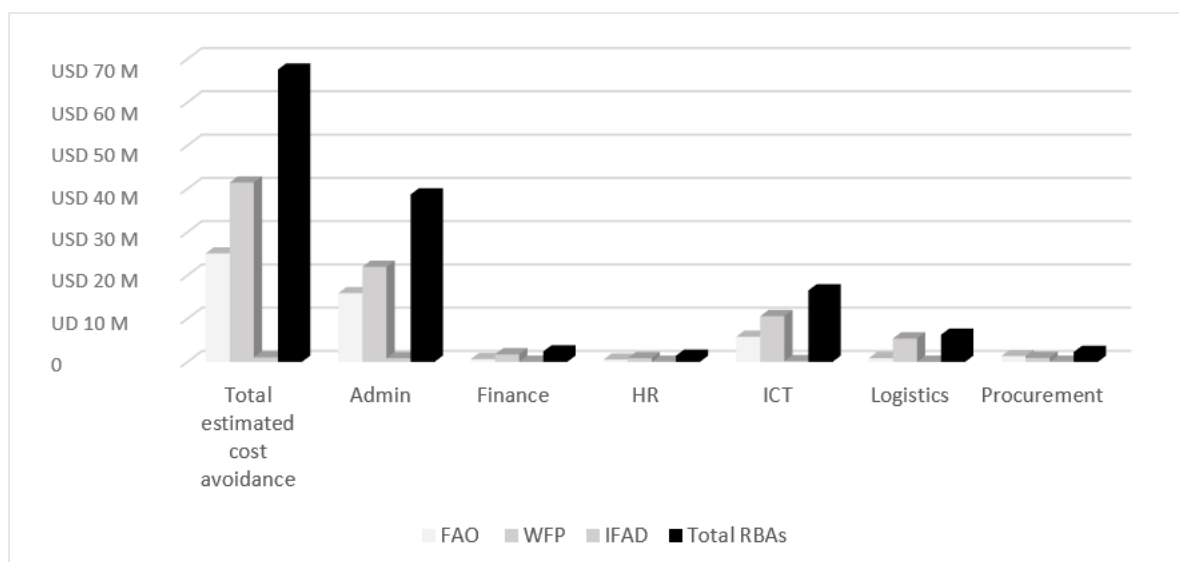
Source: Authors’ own elaboration based on BOS Online Platform extracted data. Cited 25 July 2022. <https://bos.undp.org/bos>

**Figure 2.** Cost avoidance (USD) from BOS services for RBAs (2019-2026)

<sup>8</sup> [Cost avoidance](#) is when an action is taken to avoid future costs. Such actions may cost more in the short-term, but will reduce overall costs in the long-term. The cost avoidance is calculated comparing the cost of a single Agency implementing a service with the cost of various agencies jointly implementing the same service.

<sup>9</sup> Authors’ own elaboration based on BOS Online Platform extracted data. Cited 25 July 2022. <https://bos.undp.org/bos>

<sup>10</sup> For detailed and further information please consult [the Joint evaluation of collaboration among the United Nations Rome-Based Agencies](#).



Source: Authors' own elaboration based on BOS Online Platform extracted data. Cited 25 July 2022. <https://bos.undp.org/bos>

## 29. FAO and IFAD working together on investment for agrifood systems transformation

**Background:** In over four decades of collaboration, the FAO Investment Centre (CFI), as an important partner to IFAD, has provided technical assistance as well as sizable budgetary resources to the design of almost 400 IFAD-funded projects for a total value of more than USD 16 billion. FAO also provided implementation support to 244 projects and programmes. Through this partnership between IFAD and the FAO Investment Centre, the two Agencies have reached millions of poor rural women and men, creating opportunities for reducing poverty and food insecurity in the world's most vulnerable regions. The partnership began in 1977, when IFAD was created. Since then, it has expanded to also include the development of investment strategies, enabling policies and regulatory environment for public and private investments, and knowledge products.

**Results:** In 2021, under the latest cooperation agreement, CFI supported the design of 10 IFAD projects for over USD 605 million. This is approximately 24 percent of all the projects supported by CFI and financed by its partner international financial institutions (IFIs). Recently approved projects have integrated emerging technical areas for which new practices and expertise were mobilized. FAO and IFAD have recently renewed their commitment to work together through a longer agreement to align with IFAD's 12th replenishment cycle 2022-2024. The new agreement strengthens working arrangements for more efficient use of resources and provides for a performance monitoring approach to increase its effectiveness and results.

The FAO-IFAD partnership will continue to adapt to emerging development priorities, offering Members integrated support that combines financing with technical expertise for solutions that are innovative yet built on the lessons of this historic successful partnership. It will also do so by mobilizing knowledge and resources beyond their bilateral agreement and therefore engaging strategic third parties.

Examples of recent projects are:

FAO and IFAD have expanded their climate change efforts by building a larger portfolio with the Green Climate Fund. In Viet Nam, CFI is supporting IFAD in formulating a USD 116 million project to conserve forest, reduce GHG emissions, and improve the

livelihoods of targeted communities through better forest management, the promotion of agroforestry and deforestation-free value chain development, improving access to “green credit” and more equitable sharing of benefits of forest ecosystem services.

In Mexico, the FAO Investment Centre supported the formulation of a USD 78 million IFAD-GCF investment project aimed at increasing the climate resilience of vulnerable rural communities and ecosystems, and reducing production systems emissions including via the development of a climate monitoring and alert system for climate risk management, disaster prevention and knowledge management.

Agriculture transformation is a recent topic exemplified in Bangladesh where the World Bank and IFAD have recently made large investments based on the country led Hand in Hand initiative. FAO collaborates with IFAD in Asia to identify specific instruments to facilitate these investments in agrifood systems which are concurrently SDG compliant and support the nationally determined contributions (NDCs) of the countries in the region.

Digital Agriculture (DA) is another growing area of collaboration. In Latin America and the Caribbean, the Centre is supporting IFAD in developing a regional DA action plan. In East Africa, the FAO Investment Centre and the UN Capital Development Fund (UNCDF) are supporting IFAD-funded projects on DA aspects, ranging from digital input traceability, advisory, market linkages, and fintechs in Uganda to farmer registration, digital financial services, market linkages, and e-advisory in Tanzania.

### **III. The Path forward**

30. Over the reporting period, the RBAs have successfully redirected their efforts to effectively respond to the global food crisis. In addition, the three Agencies have continued to strengthen their engagement in humanitarian and development efforts and have made considerable progress on the five longer-term priorities agreed in 2020. In the process towards the Food Systems Summit as well as in its aftermath, joint global advocacy for agrifood systems transformation has been particularly effective. As a result, UN country teams are giving due consideration to agrifood systems as a transversal topic and this has been reflected in UNSDCFs. The three Agencies successfully positioned themselves jointly in a plethora of global initiatives, playing a key role in the UN system-wide response to global challenges, and contributing to policy recommendations and actions to address global food security challenges, thereby demonstrating the potential and added value of a coherent, collective approach.
31. At regional and country levels, whilst demonstrating targeted achievements from RBA collaboration, the RBAs recognize the need for stronger coordination and synergetic work in order to avoid fragmentation and/or duplication of activities. Building on their comparative advantages and distinct strengths, the RBAs continue focusing their efforts on programme implementation, to enable long-term resilience to future shocks and sustainability of agriculture and food systems. While reaffirming the importance of connecting global initiatives to country level demands, so as to fuel concrete actions on the ground, the RBAs are mindful that such initiatives must be also underpinned by funding and political commitment. The RBAs underscore the critical need of securing joint funding for their activities on the ground as a means to limit the existing competition for resources and achieve greater coherence in support of the national priorities and needs agreed within the UNSDCFs. Bearing in mind both the programmatic and the cost considerations related to the development, implementation and coordination of UN joint programmes, as reflected in the joint evaluation, the three

Agencies renew their commitment to increasingly engage in such programmes ensuring that these are based on synergies, complementarities and whose benefits outweigh the transactional costs.

32. As reiterated in the joint evaluation, RBA collaboration is framed and anchored within the evolving context of the UNDS repositioning. By fully utilizing the mechanisms offered by the UNDS repositioning, including planning, programming, financing and business operations, the RBAs will ensure both a stronger contribution to the attainment of the 2030 Agenda and the SDGs, as well as substantial efficiency gains. As recommended by the joint evaluation, future collaboration among the RBAs will continue to prioritize the country level, engaging other UN agencies within the UNDS repositioning. In addition, efforts towards innovative joint partnerships with non-state actors such as the private sector, civil society organizations and academic and research institutions will accelerate the attainment of the common objectives.
33. In the face of the current global food crisis and building on the lessons learned from the joint evaluation RBA collaboration, the successful collaboration of this reporting period and the progress of the UNDS repositioning, the three Agencies stand by their commitment to continue to strengthen their collaboration in support of Members' implementation of the SDGs.

### **Annex 1: Joint corporate services detail**

The following figure provides an overview of collaboration plans and activities for corporate services at headquarters level.

<b>Business service</b>	<b>Information sharing</b>	<b>Formal MoU/ SLA/ LoA</b>	<b>Level of Collaboration</b>	<b>Remarks</b>
<b>ADMINISTRATION</b>				
<b>Facilities management</b>	Structured	Tripartite	High	<ul style="list-style-type: none"> <li>• Interagency Network for Facility Managers (INFM) and Task Team on Common Premises and Facilities Services (TTCP)</li> <li>• Weekly/monthly meetings of RBAs facility teams to facilitate general knowledge and best practices sharing</li> <li>• Joint procurement (e.g. for utilities, electricity and gas)</li> <li>• Piggy-backing on RBA contracts (e.g. office furniture, catering)</li> <li>• Joint procurement (WFP-FAO) for a composter of organic waste, WFP as leading agency</li> <li>• Exploring joint EEP and Renewable Energy project to achieve synergies and economies of scale when procuring</li> <li>• Monthly interagency technical conversations on Renewable energy</li> <li>• Knowledge sharing on energy reduction in our premises due to change in indoor target temperatures</li> <li>• FAO/WFP MoU on use of 22 workstations within FAO headquarters premises to be renewed</li> <li>• Guidelines of facilities management for country offices, under discussion with WFP</li> <li>• Continuous discussions on sharing common premises in duty stations outside Italy</li> </ul>

<b>Copying, mail and printing</b>	Structured	Tripartite or Bilateral	High	<ul style="list-style-type: none"> <li>• IFAD printing service in large volume specialized material is provided to WFP, UN High Commissioner for Refugees and Bioersity; this service is being discontinued effective 31 October 2023 due to closure of IFAD Print Shop</li> <li>• Joint Procurement process for printing services to be led by WFP</li> <li>• Joint diplomatic pouch managed by FAO providing services to all three RBAs</li> <li>• Joint contract signed in April for courier service</li> </ul>
<b>Security and safety</b>	Structured	Tripartite	High	<ul style="list-style-type: none"> <li>• Interagency Security Management Network</li> <li>• Security advisory group</li> <li>• Security Cell</li> <li>• SMT for Italy</li> <li>• FAO Director-General is the UN Designated Official for Security in Italy, each organization has a Designated Official <i>ad interim</i> to step in as alternate when required</li> <li>• Close collaboration in delivering joint training activities (for example: joint delivery of SSAFE and WSAT courses; WFP and FAO have completed their security access control system upgrades; knowledge sharing with IFAD to guide IFAD's upgrade)</li> <li>• Coordination of the logistics for the country-wide COVID-19 vaccination campaign for all UN personnel (RBA + all other UN entities based in Italy)</li> </ul>
<b>Travel, accommodation and visa</b>	Ad-hoc	Tripartite or Bilateral	High	<ul style="list-style-type: none"> <li>• Interagency Travel Network (IATN) to share best practices with a view to foster harmonization of policies and procedures</li> <li>• Joint RBAs negotiations with airlines and alliances to receive upfront discount on corporate fares and other ancillary benefits. Negotiations are conducted together and IFAD signs agreement on behalf of the RBAs</li> <li>• Joint global agreements with hotels and venues for meetings and events will be concluded as a joint procurement activity</li> </ul>

				<ul style="list-style-type: none"> <li>• Shared dashboard to determine entitlement travel lump-sums</li> <li>• Shared use of WFP Da Vinci Point</li> <li>• IFAD tender on travel management company opened to RBAs to facilitate piggy-backing. UNHCR is currently using IFAD travel management contract for travel services in Italy</li> <li>• WFP provides travel industry updates for the three agencies</li> <li>• RBA collaborate on air data consolidation with other UN agencies including UNHCR, WHO and UNOG</li> </ul>
<b>Fleet (light vehicle/transport)</b>	Structured	Tripartite	Med	<ul style="list-style-type: none"> <li>• Country Office fleet management project with potential collaboration with WFP and UNHCR</li> <li>• Fleet management and leasing of vehicles global agreement being finalized with UN Fleet (a joint offering by WFP and UNHCR) in order to start a testing/trial period</li> <li>• WFP daily shuttle from/to FAO</li> </ul>
<b>Greening activities</b>	Ad hoc	Tripartite	Med	<ul style="list-style-type: none"> <li>• Corporate Environmental Responsibility (CER) – all RBAs involved</li> <li>• Joint initiatives on sustainable facilities and services management</li> </ul>
<b>PROCUREMENT</b>				
<b>Procurement services</b>	Structured	Tripartite	High	<ul style="list-style-type: none"> <li>• HLCCM-Procurement Network to share best practices with a view to foster harmonization of policies and procedures</li> <li>• Common procurement team (CPT) quarterly meetings</li> <li>• Review of joint procurement opportunities under CPT and realizing potential benefits for savings (time, administrative and financial), and harmonization of procedures</li> <li>• Piggy-backs among RBAs and other organizations</li> <li>• Emergency procurement including global pandemic needs (WFP)</li> <li>• FAO Vendor sanctions committee. A newly established composition includes IFAD Director (ADM) as an external member</li> </ul>

				<ul style="list-style-type: none"> <li>Monitoring of sanctioning of suppliers (WFP). Possibly to be extended to IFAD</li> </ul>
<b>Health and well-being services</b>	Structured	Tripartite	High	<ul style="list-style-type: none"> <li>FAO contracts laboratory and medical evacuation services on behalf of other RBAs</li> <li>WFP provides support to FAO at headquarters and in the field where specialized consultation is required (ergonomist, counselling, psychologist)</li> <li>Collaboration in medical services are formalized through bilateral Exchange of Letters</li> </ul>
<b>Shared services centre</b>	Structured	Tripartite	High	<ul style="list-style-type: none"> <li>Collaboration on digital payments/mobile wallet payments</li> <li>Discussions on potential collaboration with IFAD on treasury, disbursement of salaries of local personnel. Business case being put forward</li> <li>Joint sanctions screening BOT (JSSB) which screens parties with whom FAO has a commercial relationship, funded partnerships, other financial relationships, including staff, consultants, contractors, any other cash recipients and beneficiary</li> </ul>
<b>Information and Communication Technology (ICT)</b>				



<b>Application development and maintenance (ADM)</b>	Structured	Tripartite	High	<ul style="list-style-type: none"> <li>• HLCM Digital and Technology Network (DTN) as key facilitator, also for RBA related information technology (IT) topics</li> <li>• Learning Management Systems (building on existing collaboration)</li> <li>• HR On-boarding systems</li> <li>• New generation ERP systems on HR side – potential assessment for provision of services for specific components where process implementing rules are exactly the same</li> <li>• Geospatial system – sharing of practices and work related to digital public goods, with IFAD and WFP</li> <li>• Cross agency provision of services and infrastructure for disaster recovery Joint procurement of IT services that a strong local headquarters component is important, versus global ICT services that Rome does not make a difference for:</li> <li>• Mobile Telephony</li> <li>• Fixed Telephony</li> <li>• WAN IP services</li> <li>• Event Management Services</li> <li>• Joint procurement of IT services</li> <li>• Local support ICT services.</li> </ul>
<b>ICT infrastructure</b>	Structured	Tripartite	TBD	
<b>ICT services</b>	Structured	Tripartite	High	
<b>Telecoms</b>	Structured	Tripartite	Low	
<b>Human Resources (HR)</b>				
<b>HR policy and conditions of service</b>	Structured and ad hoc	Formal and informal	High	<ul style="list-style-type: none"> <li>• Chief Executives Board (CEB)/High-Level Reporting Mechanism (HRLM) taskforces working groups with model policies adopted including:</li> <li>• Provisions of the High-Level Committee on Management (HLCM) Model Policy on Sexual Harassment and Principles on a Victim-centred Approach.</li> <li>• Provisions of the HLCM Model Policy on Teleworking</li> <li>• CEB HR Network</li> </ul>

				<ul style="list-style-type: none"> <li>• Consultations on International Civil Service matters, common conditions of service across staff of the UN system. <a href="https://icsc.un.org/">https://icsc.un.org/</a></li> <li>• Working groups on best practices recruitment, performance management and engagement, conditions of service, data analytics ,workforce planning and Diversity, Equity and Inclusion</li> <li>• Joint UN system Repository of HR Policies for sharing of practices in the spirit of mutual recognition</li> <li>• Joint participation in UN HR field group on joint approach emergencies such as Afghanistan, Ukraine and COVID-19 (model administrative guidelines)</li> <li>• Coordination of 2021 Cost of living survey for RBA professional staff in Rome, led by FAO</li> <li>• Coordination of Salary Survey for GS staff scheduled for 2023, led by FAO Informal consultations amongst HR practitioners FAO, IFAD and WFP on policy-related matters aiming for a joint approach in implementation of changes e.g. International Civil Service Commission (ICSC) decision on parental leave</li> <li>• CEB and UN system-wide reporting on gender and workforce statistics</li> </ul>
<b>Staffing and recruitment</b>				<ul style="list-style-type: none"> <li>• UN Common System Sexual Exploitation and Abuse (SEA)/Sexual Harassment (SH) Clear Check Database to avoid rehiring of personnel with SEA/SH disciplinary measures received in other UN agencies</li> <li>• 'One HR', UN system initiative; use of (1) background checking (employment check, references and educational requirements verification) for applicants and (2) classification of positions, without the need to duplicate in FAO</li> <li>• Inter-organization agreement on secondments, transfers and loans; use of UN administrative details for staff on interagency moves</li> </ul>

				<ul style="list-style-type: none"> <li>• Participation in UN Resident Coordinator talent pools</li> </ul>
<b>Personnel development</b>				<ul style="list-style-type: none"> <li>• Piggy-back on training/learning-related long-term agreements (LTAs) among RBA and UN agencies</li> <li>• Language examinations and language training - service offered to IFAD and WFP</li> <li>• Retirement seminar – joint delivery for RBAs</li> <li>• Mutual recognition of mandatory training completion among UN agencies</li> <li>• Exchange of good practices in the personnel development function (informal exchanges)</li> <li>• UN to UN agreement with the UN Staff College (SSC) for the provision of training - management and leadership development programmes</li> <li>• Sharing of learning resources among UN agencies (e.g. ethics-related courses, career development toolkit, disability inclusion etc.), including MoU with the United Nations Development Programme (UNDP) Staff loans/secondments through the UN Inter-Organization Agreement concerning Transfer</li> <li>• Secondment or Loan of Staff among the Organizations applying Common System of Salaries and Allowances</li> <li>• Ensuring feedback RC to FAO Representative through multisource assessment performance evaluation on country objective</li> </ul>
<b>Staff Social Security</b>	Structured	Tripartite or Bilateral	Med	<ul style="list-style-type: none"> <li>• Pension: FAO/WFP Staff Pension Committee members meet regularly to review disability cases. Six delegates from the Committee participated in the United Nations Joint Staff Pension Fund (UNJSPF) Board via virtual and in-person meetings and contributed to the ongoing discussions of the effective and efficient pension administration and the investment strategy of UNJSPF</li> </ul>

				<p>Insurance: Each Agency manages its respective medical insurance plans. The social security teams addressed common issues by continuous collaboration at the working level</p> <p>FAO administers the After Service Medical Coverage (ASMC) premium deduction through FAO payroll for IFAD retirees on the Fund's behalf. A draft Interagency Agreement is currently being reviewed by LEG/FAO to formalize the set-up</p>
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