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## **Informations actualisées sur la participation du FIDA à la mise en œuvre des réformes du système des Nations Unies et sur les mesures prises par le FIDA en réponse à l'adoption par l'Assemblée générale des Nations Unies de la résolution sur l'examen quadriennal complet**

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### **POUR: EXAMEN**

**Mesures à prendre:** Le Conseil d'administration est invité à examiner les informations actualisées sur la participation du FIDA à la mise en œuvre des réformes du système des Nations Unies et sur les mesures prises par le FIDA en réponse à l'adoption par l'Assemblée générale des Nations Unies de la résolution sur l'examen quadriennal complet.

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### **Questions techniques:**

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# **Informations actualisées sur la participation du FIDA à la mise en œuvre des réformes du système des Nations Unies et sur les mesures prises par le FIDA en réponse à l'adoption par l'Assemblée générale des Nations Unies de la résolution sur l'examen quadriennal complet**

## **I. Introduction**

1. Le présent rapport de situation est présenté au Conseil d'administration conformément à sa décision de 2018 dans laquelle il demandait au FIDA de poursuivre l'action qu'il menait aux côtés du Conseil pour donner suite à la résolution 72/279 de l'Assemblée générale sur le repositionnement du système des Nations Unies pour le développement, et de communiquer régulièrement des informations actualisées sur cette action. Ce document récapitule également les dernières informations relatives à l'application de la résolution 76/4 de l'Assemblée générale, qui porte sur l'examen du système des coordonnateurs résidents, dans le cadre de la résolution 75/233 de l'Assemblée générale sur l'examen quadriennal complet.
2. Trois ans après le début de l'action menée en vue de repositionner le système des Nations Unies pour le développement, l'attention se mobilise de plus en plus sur la consolidation des réformes et sur une réorientation claire vers l'impact et l'échelle des résultats. Le FIDA adhère pleinement au processus de réforme du système des Nations Unies, et demeure résolu à appuyer le programme de réforme et à y participer, tout en veillant à l'utilisation efficace et efficiente de ses ressources, conformément aux engagements qu'il a pris.
3. Les présentes informations actualisées donnent un aperçu des mesures prises par le FIDA en lien avec le programme de repositionnement depuis le dernier document de ce type, soumis au Conseil d'administration en septembre 2021. Elles portent sur les thèmes suivants: la contribution du FIDA à la réalisation du Programme de développement durable à l'horizon 2030 (Programme 2030), son soutien au système des coordonnatrices et coordonnateurs résidents et au pacte de financement, et le travail fait pour améliorer l'efficacité et l'efficience des activités d'appui communes aux entités du système des Nations Unies pour le développement.

## **II. Renforcement de l'appui apporté à l'échelle du système au Programme de développement durable à l'horizon 2030 et aux objectifs de développement durable au niveau des pays**

4. Le système des Nations Unies pour le développement a poursuivi le travail collectif qu'il a engagé pour sa réforme, qui s'inscrit dans le cadre de l'examen quadriennal complet, adopté en décembre 2020. Le FIDA continue de s'employer à faire progresser certains des principaux éléments de l'examen quadriennal complet, notamment en mettant l'accent de manière constante sur l'accélération des progrès en direction des objectifs de développement durable, et en s'engageant en faveur de la collaboration et de la cohérence à l'échelle du système des Nations Unies, aux niveaux mondial, régional et national.

### **A. Contribution aux objectifs de développement durable**

5. Les mesures prises par le FIDA pour recenser les progrès accomplis dans la réalisation des objectifs de développement durable s'avèrent particulièrement efficaces pour démontrer le lien entre ses résultats et la réalisation de certains objectifs de développement durable, et pour faire en sorte que l'architecture des résultats du Fonds soit appariée à des cibles spécifiques de ces objectifs, de manière à rendre fidèlement compte de la contribution apportée par le FIDA à la réalisation du Programme 2030. En 2017, les indicateurs de base du FIDA ont été, pour la

première fois, associés à des indicateurs cibles spécifiques des objectifs de développement durable. Puis, en 2020, le FIDA a réévalué, élargi et resserré ces liens, et ce pour tous ses indicateurs de base. La Division des politiques et des résultats opérationnels du Fonds a depuis intégré avec succès le système de mise en correspondance des objectifs de développement durable à son Système de gestion des résultats opérationnels. Ce travail de mise en correspondance facilite le suivi et la communication d'informations au sujet des activités menées par le FIDA vers la réalisation des objectifs de développement durable, et permet également d'éclairer les futurs rapports d'impact du Cadre de financement du développement durable du Fonds. Ce cadre s'applique à tous les fonds empruntés par le FIDA sous la forme de prêts bilatéraux et de placements privés obligataires qui visent à assurer la montée en puissance des actions menées par le Fonds en faveur de la réalisation du Programme 2030 et des objectifs de développement durable.

6. En ce qui concerne les produits, le FIDA a contribué à la réalisation de plusieurs objectifs de développement durable relatifs aux objectifs stratégiques de l'institution. S'agissant de l'accès aux marchés, le Fonds a contribué à la réalisation de l'objectif de développement durable n° 2 en apportant un appui à 1,2 million de membres d'organisations de producteurs ruraux, ainsi qu'à la réalisation de l'objectif de développement durable n° 4, en offrant à 3,2 millions de personnes une formation relative aux activités rémunératrices. Pour ce qui est de la résilience, le FIDA a contribué à la réalisation de l'objectif de développement durable n° 2 en aidant 46 370 groupes à gérer de manière durable les ressources naturelles et les risques climatiques, ce qui a permis de mettre en œuvre des pratiques de gestion à l'épreuve des changements climatiques sur pas moins de 1,8 million d'hectares de terres. En outre, le Fonds a contribué à la réalisation de l'objectif de développement durable n° 7 en permettant à 182 500 personnes d'accéder plus facilement aux technologies contribuant au stockage du carbone ou à la réduction des émissions de gaz à effet de serre, ainsi qu'à la réalisation de l'objectif de développement durable n° 13, en stockant 112 millions de tonnes d'équivalent dioxyde de carbone. Enfin, en matière de production, le Fonds a contribué à la réalisation de l'objectif de développement durable n° 2 en appuyant la construction d'infrastructures liées à l'eau sur 599 000 hectares de terres agricoles, et en permettant à 8,3 millions de personnes d'accéder aux services financiers, ainsi qu'à la réalisation de l'objectif de développement durable n° 1, en aidant 44 000 personnes à obtenir un accès à la sécurité foncière.

## **B. Contribution au cadre d'indicateurs de produits, supervisé par le Bureau de la coordination des activités de développement**

7. Le Groupe des Nations Unies pour le développement durable a établi et approuvé un système d'indicateurs d'exécution et de résultats destiné à améliorer la transparence des résultats communiqués par le système des Nations Unies pour le développement, et la responsabilité à cet égard. Le Bureau de la coordination des activités de développement (BCAD) a élaboré un cadre de gouvernance et un corpus d'indicateurs de produits communs consolidés (« cadre d'indicateurs minimum ») sur lesquels les équipes de pays des Nations Unies peuvent s'appuyer pour présenter leurs rapports à la session de 2023 du Conseil économique et social. Le cadre d'indicateurs de produits se compose des éléments suivants: i) un répertoire regroupant plus de 500 indicateurs de produits communiqués par des entités membres du Groupe des Nations Unies pour le développement durable, qui constituera une référence fiable aux fins du suivi de la qualité pour les équipes de pays des Nations Unies; ii) un corpus de 64 indicateurs clés sélectionnés qui permettront de montrer de façon parfaitement claire la contribution des Nations Unies à la réalisation des objectifs de développement durable, et dont au moins 15 doivent être sélectionnés par les équipes de pays des Nations Unies. Afin d'appuyer cette démarche, le FIDA a communiqué au BCAD une liste de 23 indicateurs de produits qui contribuent directement à la réalisation des objectifs de développement durable, dont 19 ont été inclus dans le répertoire. En outre, le Fonds a été désigné organisme chef de file pour l'indicateur 1.3 – « Nombre de bénéficiaires obtenant un accès plus sécurisé à la terre ou aux ressources en eau

(sécurisation des droits fonciers sur les terres, et accès à l'eau ou aux plans d'eau), avec l'appui des Nations Unies » –, et organisme contributeur pour quatre autres indicateurs. Enfin, il a apporté son concours à la préparation de la note méthodologique pour chaque indicateur.

### **C. Mise en conformité des descriptifs de programme de pays avec les plans-cadres de coopération des Nations Unies pour le développement durable**

8. Les plans-cadres de coopération des Nations Unies pour le développement durable (plans-cadres de coopération) sont devenus les documents réglementaires et administratifs officiels de référence pour toutes les activités de développement menées par les Nations Unies, y compris celles menées en application des programmes d'options stratégiques pour le pays (COSOP) du FIDA. Les entités du système des Nations Unies continuent d'adopter des plans-cadres de coopération et des analyses communes de pays, dans toutes les régions; actuellement, en 2022, 55% des équipes de pays des Nations Unies utilisent ces plans-cadres, tandis que 45% des équipes de pays continuent d'utiliser les cadres de coopération en usage avant la réforme (plans-cadres des Nations Unies pour l'aide au développement). D'ici à la fin de l'année 2023, le taux d'adoption des plans-cadres de coopération devrait atteindre 91%, et seulement 9% des équipes de pays des Nations Unies utiliseront encore les plans-cadres des Nations Unies pour l'aide au développement.
9. Le FIDA demeure un ferme partisan d'une nouvelle conception de la configuration du système des Nations Unies pour le développement. À ce jour, le FIDA a participé activement à la conception de 36 plans-cadres de coopération et de 18 analyses communes de pays. En Afrique subsaharienne, le Fonds a contribué à la formulation de plans-cadres de coopération dans toute la région, qui ont débouché sur la signature d'accords entre les gouvernements du Burkina Faso, du Congo, de l'Érythrée, de l'Éthiopie, du Gabon, du Ghana, du Kenya, du Libéria, de Madagascar, du Mozambique, de la République démocratique du Congo, du Rwanda et du Soudan du Sud. Il a également pris part à l'élaboration de nouveaux plans-cadres de coopération dans le Pacifique, et est signataire du Plan-cadre de coopération pour le développement durable dans le Pacifique pour la période 2023-2027. Pendant le reste de l'année 2022 et en 2023, les équipes de pays du FIDA s'attelleront à la conception des plans-cadres de coopération en Côte d'Ivoire, au Malawi, aux Maldives et en Sierra Leone.
10. L'harmonisation des COSOP avec les plans-cadres de coopération est essentielle pour que l'accélération de la réalisation des résultats attendus pour chaque effet direct relevant des cibles des objectifs de développement durable en jeu soit érigée en priorité. La conception des programmes de pays est fondée sur les domaines de résultats convenus dans les plans-cadres de coopération, et les nouveaux COSOP du FIDA énoncent clairement les modalités de contribution du Fonds à ces domaines et aux résultats collectifs des plans-cadres de coopération, ce qui permet d'obtenir un exemple concret de la valeur ajoutée qu'apporte le FIDA et de son avantage comparatif. Le FIDA continue de faire en sorte que les COSOP soient parfaitement cohérents avec les plans-cadres de coopération, comme en témoigne l'exigence selon laquelle tous les nouveaux COSOP doivent être rendus pleinement conformes à ces plans-cadres avant d'être approuvés. Depuis la publication des précédentes informations actualisées, qui indiquaient que plus de 60% des COSOP établis pour l'Afrique subsaharienne concordaient avec les plans-cadres de coopération, les COSOP établis pour l'Érythrée, l'Éthiopie, le Kenya et le Rwanda ont été harmonisés avec les plans-cadres de coopération dans la région, tandis que le COSOP établi pour la Zambie devrait être aligné d'ici à la fin de 2022. En 2023, les COSOP établis pour les Comores, le Mozambique et le Soudan du Sud seront mis en concordance avec leurs plans-cadres de coopération respectifs. Le renouvellement de certains de ces programmes n'étant pas prévu avant 2025-2026, le FIDA devrait avoir harmonisé tous ses COSOP et toutes ses notes de stratégie de pays avec les plans-cadres de coopération d'ici la fin de 2026.

### **III. Appui à la consolidation de la réforme du système des Nations Unies pour le développement**

#### **A. Un nouveau cadre de gestion et de responsabilité**

11. Élément fondamental de la réforme, le cadre de gestion et de responsabilité du système des Nations Unies pour le développement et du système des coordonnatrices et coordonnateurs résidents des Nations Unies fournit un canevas pour l'harmonisation des approches à l'échelle du Groupe des Nations Unies pour le développement durable, conformément à la résolution de l'Assemblée générale sur le repositionnement du système des Nations Unies pour le développement.
12. En 2021, le FIDA a pris une part active aux consultations du Groupe des Nations Unies pour le développement durable consacrées au nouveau cadre de gestion et de responsabilité, et a transmis des observations détaillées au Cabinet du Secrétaire général. Le FIDA note avec satisfaction que le nouveau cadre de gestion et de responsabilité reflète clairement les améliorations apportées aux processus conjoints de prise de décisions par l'intermédiaire du Groupe des Nations Unies pour le développement durable, telles que l'inclusion de la responsabilité mutuelle à tous les niveaux à titre de principe directeur, ainsi que l'obligation redditionnelle des responsables envers leurs organes directeurs respectifs.
13. Après avoir reçu l'approbation des responsables du Groupe des Nations Unies pour le développement durable en septembre 2021, le cadre de gestion et de responsabilité a été communiqué à tous les bureaux de pays du FIDA, accompagné d'une note d'orientation qui attirait l'attention sur les considérations ci-après:
  - le lien entre les plans-cadres de coopération et les COSOP, la configuration par pays et la composition des équipes de pays des Nations Unies;
  - les obligations concernant la communication des résultats par les équipes de pays des Nations Unies;
  - les critères de composition des équipes de pays des Nations Unies et la double responsabilité incombant aux membres de ces équipes;
  - l'intégration, dans les équipes de pays des Nations Unies, d'entités sans présence physique;
  - les processus de gestion et d'évaluation des performances des coordonnateurs résidents et des équipes de pays des Nations Unies;
  - les relations et les responsabilités en matière de communication et de plaidoyer, notamment en cas de manifestations ou de crises soudaines;
  - les relations et les responsabilités dans le cadre des activités d'appui mutualisées;
  - la collecte de fonds et la mobilisation des ressources, en particulier pour les programmes conjoints et les ressources mises en commun, et l'élaboration de cadres de financement.
14. La note d'orientation faisait la distinction entre les engagements réciproques et les responsabilités et attributions respectives des coordonnateurs résidents et des membres de l'équipe de pays des Nations Unies, mais encourageait également l'ensemble du personnel du FIDA dans les pays et dans les régions à prendre part aux discussions régulièrement organisées entre les coordonnateurs résidents et les équipes de pays des Nations Unies sur le cadre de gestion et de responsabilité, et sa mise en œuvre. Ces discussions permettent de prendre les devants et de se saisir des questions ou des sujets de préoccupation afin de parvenir à une définition précise et à une compréhension réciproque des rôles, des responsabilités et des obligations de chacun.

## **B. Appui au système des coordonnatrices et coordonnateurs résidents des Nations Unies**

15. L'examen du système des coordonnatrices et coordonnateurs résidents s'est achevé en octobre 2021 avec l'adoption de la résolution de l'Assemblée générale intitulée « Examen du fonctionnement du système redynamisé des coordonnateurs résidents, et notamment de ses modalités de financement ». Cette résolution confirme que la réforme du système des coordonnateurs résidents a le mérite supplémentaire d'appuyer la réalisation des objectifs de développement durable, et ouvre la voie au processus de réforme, conformément aux recommandations du Secrétaire général présentées dans son rapport sur l'examen du fonctionnement du système des coordonnatrices et coordonnateurs résidents en juin 2021.
16. Le FIDA a conscience que le système des coordonnatrices et coordonnateurs résidents est le fer de lance d'une nouvelle génération d'équipes de pays des Nations Unies. Aujourd'hui, quatre ans après le lancement de la réforme, le système des coordonnatrices et coordonnateurs résidents, désormais opérationnel, doté d'effectifs complets et porté par une nouvelle génération dynamique et diverse de coordonnatrices et coordonnateurs résidents, a fait ses preuves: il a permis au système des Nations Unies d'apporter un appui rapide, cohérent et efficace dans un contexte où les pays en développement continuent de faire face à une instabilité mondiale accrue. Une enquête menée auprès des équipes de pays des Nations Unies, réalisée en 2021, a recueilli des avis globalement positifs sur l'efficacité de l'appui apporté par les bureaux des coordonnatrices et coordonnateurs résidents, notamment en matière de planification stratégique (90% d'avis positifs), d'activités de communication et de plaidoyer (87%), de présentation des données et des résultats (84%), de partenariat et de mobilisation des ressources (71%), et d'analyse orientée sur la transformation économique (66%). En tout, 89% des gouvernements hôtes ont estimé que les coordonnatrices et coordonnateurs résidents avaient piloté efficacement l'appui stratégique apporté par les équipes de pays des Nations Unies aux priorités et plans nationaux en 2021, contre 79% en 2019, année du lancement de la réforme.
17. Conformément aux dispositions du cadre de gestion et de responsabilité, les représentants du FIDA dans les pays seront évalués au moyen du processus de gestion de la performance de leurs entités respectives, tant par leur supérieur hiérarchique, à l'aune du mandat de l'entité, que par la coordonnatrice résidente ou le coordonnateur résident, à la lumière de leur contribution aux résultats des activités conjointes des Nations Unies, comme établi dans le plan-cadre de coopération pour le développement durable, et d'autres missions et activités interinstitutionnelles. Cela aura une incidence sur le système de gestion de la performance du FIDA, et la Division des ressources humaines devra tenir compte de ce nouvel élément d'évaluation s'agissant des personnes faisant fonction de représentants du FIDA et de membres des équipes de pays des Nations Unies. Le FIDA a opté pour des modalités selon lesquelles les observations sur la performance des directeurs de pays sont communiquées par courriel. Dans le respect du modèle du double ordre hiérarchique, les directeurs de pays du FIDA auront également la possibilité de donner leur avis sur les performances des coordonnatrices et coordonnateurs résidents.
18. Conformément au rapport du Secrétaire général et à la résolution, dans les mois à venir, le système des Nations Unies pour le développement créera une dynamique en faveur des actions suivantes: i) renforcer le leadership et le choix de carrière des coordonnatrices et coordonnateurs résidents, et faciliter leur mobilité; ii) créer un mécanisme d'évaluation indépendant pour l'ensemble du système; iii) améliorer l'efficacité et l'efficience du système des Nations Unies pour le développement au moyen de la mutualisation des activités d'appui; iv) renforcer la communication des résultats à l'échelle du système.

### **C. Pacte de financement 2022**

19. Le pacte de financement des Nations Unies vise à mettre en place le soutien financier requis pour faire correspondre le système des Nations Unies pour le développement avec les ambitions du Programme 2030. Il indique les mesures concrètes devant être prises par les États membres et par les entités du Groupe des Nations Unies pour le développement durable afin d'assurer des financements stables et prévisibles pour les fonctions de coordination de base du système des Nations Unies pour le développement aux niveaux national, régional et mondial.
20. Le FIDA souscrit aux principes du pacte de financement et contribue au mécanisme de partage des coûts du Groupe des Nations Unies pour le développement durable dans le but de financer le réseau des coordonnatrices et coordonnateurs résidents. Le FIDA s'acquitte de cet engagement financier en apportant sa contribution, conformément aux modalités de partage des coûts, dans les domaines ci-après:
- i) En ce qui concerne l'accord de partage des coûts du Groupe des Nations Unies pour le développement durable à l'appui du réseau des coordonnatrices et coordonnateurs résidents, le FIDA a doublé le montant de sa contribution annuelle depuis 2018, pour la porter de 700 360 USD (en 2017) à 1,4 million d'USD (en 2021), sachant que l'allocation pour 2022 passera à 1,681 million d'USD.
  - ii) Sur la base de la formule de partage des coûts, le FIDA a augmenté sa contribution au dispositif de partage des coûts en faveur du système de gestion de la sécurité des Nations Unies, laquelle s'est élevée à 191 067 USD en 2020, contre 158 695 USD en 2019. Le montant de la contribution était de 304 650 USD en 2021, et de 296 402 USD en 2022.
  - iii) Le FIDA continue de participer au système de partage des coûts de la Commission de la fonction publique internationale et du secrétariat du Conseil des chefs de secrétariat des organismes des Nations Unies pour la coordination, et a effectué une contribution d'environ 100 000 USD en 2020 et 98 000 USD en 2021.
  - iv) Le FIDA continue de recourir aux services des entités des Nations Unies très présentes sur le terrain, qui fournissent des services financiers, administratifs, informatiques et liés aux ressources humaines contre rémunération, sur la base d'un paiement à l'utilisation.
21. En 2022, le FIDA a continué d'acquitter le prélèvement de coordination de 1%, conformément à la résolution 72/279 de l'Assemblée générale.

### **D. Améliorer l'efficacité et l'efficacit  du syst me des Nations Unies pour le d veloppement gr ce   la mutualisation des activit s d'appui**

22. Les initiatives lanc es dans le cadre de la r forme du syst me des Nations Unies pour le d veloppement ont g n r  des gains d'efficacit  cumul s  quivalant   195 millions d'USD. Le constat est sans appel: les r formes engag es sont porteuses d' conomies tangibles dans l'ensemble du syst me des Nations Unies. Le FIDA continue de contribuer aux quatre initiatives fondamentales ci-apr s, soutenues par trois grands principes: la normalisation des r gles de tarification et de calcul des co ts, la normalisation des principes de mesure du degr  de satisfaction des clients, et la d claration de reconnaissance mutuelle.

#### **Perfectionner les strat gies relatives aux activit s d'appui**

23.   ce jour, 131  quipes de pays des Nations Unies ont mis la derni re main   leur strat gie relative aux activit s d'appui en s'aider pour cela d'une plateforme en ligne d di e   la conception et   la mise en  uvre de leur strat gie, ainsi qu'au recueil et   la communication des r sultats. Tous les bureaux de pays du FIDA sont d sormais dot s d'une strat gie relative aux activit s d'appui, ce qui a permis d'atteindre l'objectif du syst me des Nations Unies pour le d veloppement relatif  

ces stratégies. Le montant des dépenses récurrentes non engagées grâce à l'adoption des stratégies relatives aux activités d'appui devrait s'élever à environ 92 millions d'USD par an, soit 1 069 372 USD pour le FIDA au 31 décembre 2022. Ce dernier chiffre a été calculé à partir des données estimatives communiquées par les équipes de pays des Nations Unies et sera réexaminé chaque année à l'aune d'un jeu de données effectives récupérées à partir de la plateforme dédiée aux stratégies relatives aux activités d'appui.

24. S'agissant des gains d'efficacité, ce sont ceux induits par des initiatives en lien avec des stratégies relatives aux activités d'appui inter-entités qui affichent l'augmentation la plus forte – 144% (soit 25 millions d'USD) par rapport à 2020 – et qui permettront de déterminer, une fois la mise en œuvre de ces stratégies achevée, les améliorations à apporter à l'avenir, de même que les premiers résultats de l'établissement des services administratifs communs et du système de partage des locaux. Des services communs à fort impact, susceptibles de dégager d'importantes économies de coûts, de générer des gains de qualité et de favoriser la promotion des bonnes pratiques, ont été recensés, notamment dans les domaines de la passation des marchés et des énergies renouvelables.

### **Mise en place de services d'appui communs**

25. Le FIDA continue d'appuyer les mesures prises dans le cadre de la réforme du système des Nations Unies pour le développement pour maximiser les gains des activités de programme grâce à des services d'appui efficaces et de haute qualité. L'harmonisation des pratiques de fonctionnement entre les entités s'est notamment mise en route par l'initiative relative aux services d'appui communs. La date butoir initiale pour la mise en œuvre complète, prévue pour la fin de 2022, a été repoussée à la fin de l'année 2024. À ce jour, 66 services essentiels ont été désignés pour faire partie de la première génération de services d'appui communs. Il s'agit des services liés à la passation des marchés, aux ressources humaines, à l'administration, et à l'informatique et aux communications (TIC). Cinq équipes de pays des Nations Unies planifient actuellement le déploiement de leurs services d'appui communs. Il s'agit des équipes du Brésil, du Kenya, de la République-Unie de Tanzanie et du Viet Nam, où se trouvent des bureaux du FIDA. Pour appuyer la mise en place des services d'appui communs au Viet Nam, une plateforme de prestation de services en ligne a été mise à l'essai avec succès en tirant parti et en intégrant des systèmes et des solutions déjà en usage au sein de diverses entités du système des Nations Unies.

### **Échange de services par l'intermédiaire des services mondiaux partagés**

26. Les services mondiaux partagés ne sont pas rattachés à un lieu précis et complètent les services assurés par les centres de services partagés de plus petite envergure mis en place au niveau des pays. Ce concept a évolué et va au-delà de la centralisation de la prestation de services mondiaux à partir d'un seul et même emplacement. Désormais, il comprend non seulement les services assurés à partir des centres de services physiques, mais aussi ceux assurés par l'intermédiaire de plateformes en ligne. Le regain d'intérêt pour les services mondiaux partagés est lié à plusieurs facteurs, notamment la pandémie de COVID-19, les nouvelles méthodes de travail et le recours accru aux technologies, facteurs qui ont tous transformé profondément la façon dont les entités des Nations Unies gèrent leurs tâches administratives. Une première liste de 42 services pour la transposition à plus grande échelle ainsi que pour le FIDA a été établie; il a été déterminé que cinq services mondiaux partagés déjà bien ancrés seraient privilégiés pour la transposition à plus grande échelle en 2022. Il s'agit des services ci-après:
- i) le parc de véhicules des Nations Unies (Haut-Commissariat des Nations Unies pour les réfugiés [HCR] et Programme alimentaire mondial [PAM]);
  - ii) l'achat de véhicules (Secrétariat de l'ONU);
  - iii) la plateforme de réservation des Nations Unies United Nations Booking Hub (PAM);
  - iv) les services liés aux ressources humaines (Programme des Nations Unies pour le développement [PNUD]);



- v) la plateforme de commerce électronique UN Web Buy Plus (Bureau des Nations Unies pour les services d'appui aux projets [UNOPS]).
27. Compte tenu de la taille modeste du FIDA et du volume limité de ressources pouvant être consacrées à la prestation, en autonomie, de tous les services communs, le Fonds continue de s'appuyer sur des organismes hôtes dans le pays et sur les activités d'appui mutualisées pour éviter les chevauchements et maximiser les économies d'échelle. On trouvera ci-après quelques exemples de ces services:

**Services liés aux ressources humaines:**

- Gestion de la paie pour le personnel recruté localement, en faisant appel aux services du bureau du PNUD à Copenhague et des bureaux compétents du PNUD
- Audit des fonctions, avec l'appui du Centre mondial de services des ressources humaines des Nations Unies (OneHR)

**Services financiers:**

- Services de traitement et de paiement des factures, avec l'appui d'organismes hôtes locaux, le PNUD principalement

**Passation de marchés pour certaines catégories de services ou produits, comme les véhicules, pour les bureaux de pays remplissant les critères établis:**

- Achat de véhicules blindés pour Haïti par l'UNOPS (Web Buy Plus)
- PAM: acquisition de véhicules officiels pour les bureaux de pays du FIDA

**Services administratifs:**

- Covoiturage et gestion du parc de véhicules par l'intermédiaire de la plateforme de réservation du PAM dans certains pays, à savoir le Ghana, le Libéria, le Pakistan, la République-Unie de Tanzanie et le Soudan
- Services d'hébergement et services médicaux par l'intermédiaire de la plateforme de réservation du PAM, selon les besoins
- Transport aérien par le PAM, en utilisant les services du PAM pour les évacuations sanitaires et les évacuations pour raisons de sécurité

**Co-installation des organismes dans des locaux communs**

28. À l'heure actuelle, sur les 1 900 locaux occupés par les Nations Unies, 27% (520) sont utilisés en partage par deux ou plusieurs entités des Nations Unies. Ensemble, ces locaux accueillent plus de 50% du personnel des Nations Unies (54 600 personnes). Une plateforme en ligne pour la gestion des locaux communs, la première du genre, a été lancée en mai 2021 et permet de doter les Nations Unies d'une base de données centralisée sur l'ensemble de leurs locaux. Ces données seront utilisées pour mettre en évidence les possibilités de consolidation et rendre compte des gains d'efficacité obtenus grâce aux projets de partage des locaux.
29. Le programme de renforcement de l'efficacité avait fixé comme objectif d'assurer l'occupation partagée de 50% des locaux d'ici à 2021/2022. Dans le cas du FIDA, la part de locaux communs (dont les Maisons des Nations Unies) en septembre 2022 est de 60% à l'échelle mondiale, un chiffre supérieur à la cible arrêtée pour le système des Nations Unies pour le développement. Le partage des locaux a été le principal facteur d'économies sur les aspects suivants:
- Les frais de location et les services de gestion des installations des locaux des Nations Unies, qui permettent au FIDA d'utiliser des ressources et des équipements, des infrastructures de sécurité et du personnel en partage avec d'autres entités des Nations Unies. Grâce au partage des locaux, le Fonds réalise également des économies de temps grâce à la réduction des

déplacements pour se rendre aux réunions interorganisations, et augmente ses gains d'efficacité.

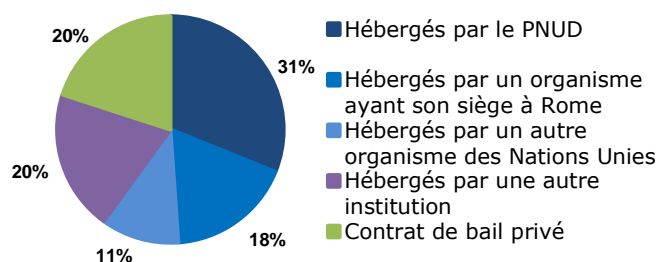
- Certains bureaux du FIDA se trouvent dans des locaux mis à disposition à titre gracieux par les gouvernements (c'est le cas, par exemple, aux Fidji, au Ghana et, bientôt, en Ouzbékistan), et d'autres déménageront dans de nouveaux locaux financés par les Nations Unies (par exemple, en Égypte, en République-Unie de Tanzanie et au Sénégal), une configuration qui permet au Fonds, dans de nombreux cas, d'éliminer des frais de location.
- L'initiative de partage des locaux des Nations Unies, qui se rapporte directement aux initiatives menées en application des stratégies relatives aux activités d'appui et aux initiatives relatives aux services d'appui communs, a également permis une plus forte montée en puissance de certains services (par exemple, les infrastructures et les services informatiques, ainsi que les services de gestion des installations), ce qui n'aurait pas été possible si le FIDA n'avait pas implanté ses bureaux dans des locaux partagés. La mise en commun des ressources, principalement dans les domaines de la sécurité et des infrastructures de TIC, a ainsi permis de dégager des économies substantielles.
- Dans le cadre de la mise en œuvre de la phase 2.0 de son plan de décentralisation, le FIDA poursuit son rapprochement avec d'autres organismes des Nations Unies en vue d'obtenir des espaces de bureaux au sein de locaux partagés ou communs des Nations Unies, ce qui lui permettra de bénéficier d'avantages administratifs et financiers substantiels.

Tableau 1

#### Inventaire des locaux partagés dans les lieux d'affectation du FIDA

# 27

**des 45 bureaux de pays du FIDA sont hébergés par d'autres entités des Nations Unies (60% des bureaux).**



À l'échelle des entités des Nations Unies, l'objectif est d'assurer l'occupation partagée de 50% des locaux d'ici à 2021. En octobre 2021, sur 2 337 locaux, 23% étaient déjà utilisés en partage et accueillaient 44% du personnel des Nations Unies, et 54% des bureaux des Nations Unies.

Le FIDA a atteint les objectifs dans 27 de ses bureaux de pays (60%), qui occupent les mêmes locaux qu'un autre organisme des Nations Unies, ou sont installés dans une Maison des Nations Unies:

- 14 (31%) bureaux de pays sont hébergés par le PNUD.
- 8 (18%) bureaux de pays sont hébergés par l'Organisation des Nations Unies pour l'alimentation et l'agriculture (FAO) ou le PAM.
- 5 (11%) bureaux de pays sont hébergés par d'autres organismes des Nations Unies (dont les Maisons des Nations Unies).
- 9 (20%) bureaux de pays sont hébergés par d'autres institutions gouvernementales ou internationales.
- 9 (20%) bureaux de pays sont indépendants, loués auprès de bailleurs privés soit directement par le FIDA, soit par l'intermédiaire du PNUD.

## IV. Conclusion

30. Le présent rapport de situation l'atteste: le FIDA continue de mettre en œuvre toutes les missions associées à la réforme du système des Nations Unies pour le développement découlant des résolutions 72/279 (sur le repositionnement du système), 76/4 (sur l'examen du système des coordonnatrices et coordonnateurs résidents) et 75/233 (sur le dernier examen quadriennal complet) de l'Assemblée générale. En particulier, le Fonds a pleinement éclairé les directeurs de pays sur le sujet du principe du double rattachement hiérarchique, sous lequel est placé le système des coordonnatrices et coordonnateurs résidents, procède à l'alignement de tous les nouveaux COSOP avec les plans-cadres de coopération pour le développement durable, et continue d'honorer ses obligations financières au titre du pacte de financement.

31. En 2023, le FIDA continuera de jouer un rôle actif dans les domaines de réforme pour lesquels le système des Nations Unies doit encore progresser. Cela vaut particulièrement pour les activités en cours qui visent à réaliser des gains d'efficacité à l'échelle du système, et pour les mesures engagées à l'échelle du système pour attester et rendre compte des résultats obtenus en vue de la réalisation des objectifs de développement durable. Le FIDA demeure résolu à participer activement à la réforme du système des Nations Unies pour le développement et à l'application de la résolution sur l'examen quadriennal complet, afin d'apporter sa contribution à la réalisation des objectifs de développement durable.

## 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
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.
Bangladesh	IFAD contributed to the drafting the new CCA along with FAO and WFP.
Brazil	IFAD participated in the elaboration of the CCA 's chapter on the environment and climate change in 2021.
Cairo MENA Hub	IFAD is actively involved in the preparation of 11 papers of the CCA as either co-author or quality assurance.
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.
Comoros	IFAD actively participated in the CCA in 2020
Cuba	IFAD participated in the preparation of CCA.
Ecuador	IFAD has been involved in the update of the CCA providing inputs on food security, family agriculture and impact of climate change in agriculture.
Egypt	IFAD participated in the review of the CCA Diagnostic paper on water management for Egypt.
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
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.

Gabon	IFAD was fully involved in providing contribution to the CCA and Voluntary National Report (VNR – 2022). IFAD's contribution was made under the thematic area on Agriculture and Rural development in collaboration with FAO
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. The 2021 CCA is finalized and ready for distribution
Guatemala	IFAD participated in the preparation of CCA.
Guinea Bissau	IFAD contributed significantly to the CCA in GB.
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).
India	IFAD India has engaged fully in the CCA and contributed substantially to the design of the UNSDCF, along with the RBAs and other development-oriented UN sister agencies. IFAD continues to remain a strong contributor to current UN Sustainable Development Cooperation Framework (UNSDCF) (2018-22), especially to Priority IV (food security, nutrition, agriculture), Priority V (vulnerable and marginal communities) and Priority VII (gender, youth). India-UN Sustainable Development Cooperation Framework (UNSDCF) 2023-27, a draft Results Framework at outcome level has received the concurrence of the Government of India (NITI Aayog) on 3 June 2022. Of the six outcomes identified, outcomes related to food and nutrition (Outcome #2), economic growth and decent work (#4), environment, climate change, WASH and resilience (#5) and empowering people (#6) are directly relevant with the India Country Strategy and will continue to remain aligned with the UNSDCF for 2023-27. Within UN Country Team IFAD is currently a member in the Nutrition Group (Priority IV) and Gender (Priority VII). A Result Review of the 2019-2024 COSOP has been conducted (pending validation), and noted continued full alignment with the new UN country programming framework.
Indonesia	IFAD supported the development of the new CCA which was finalized in 2019.

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.
Madagascar	IFAD is actively participating in the ongoing CCA, which will inform the UNSDCF 2024-2028
Maldives	IFAD drafted the sections on food security, nutrition, fisheries, agriculture, and climate change and environment to strengthen the CCA narrative. As part of the UNCT, IFAD is currently reviewing the CCA to update it.
Mexico	IFAD participated in the preparation of CCA.
Morocco	IFAD engaged in the development of the CCA.
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". <sup>1</sup> IFAD supported the development of the new CCA.
Pakistan	IFAD has participated in the CCA, and is member of the Programme Management Team.
Panama	IFAD participated in the preparation of CCA.

<sup>1</sup> [https://www.ifad.org/documents/38714170/39155702/pacific\\_fs\\_covid\\_pre-report.pdf/3629f97a-7a04-9d86-19b2-8213b421d616?t=1621428161051](https://www.ifad.org/documents/38714170/39155702/pacific_fs_covid_pre-report.pdf/3629f97a-7a04-9d86-19b2-8213b421d616?t=1621428161051).

Peru	IFAD Participated in the elaboration of the CCA 2021 (March 2021) key input used for the development of the theory of change and prioritization of strategies in the UNSDCF 2022-2026.
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.
Rwanda	IFAD actively participated in the development of the CCA in 2020 and Mid-Term Performance Review of the United Nations Development Assistance Plan 2018 - 2023 (UNDAP II) in 2021, which identified critical development areas and mapped out United Nations system capacities and resources that are required to effectively deliver on the Cooperation Framework. Findings have informed the revision update of the UNDAPII into the current UNSDCF 2018-2024.
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.
South Africa	IFAD participated actively in the preparation of the CCA, which was completed in 2020
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).
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. IFAD was fully integrated in the drafting of the CCA..
Tajikistan	IFAD is following the finalization of a new CCA to be completed by end of 2020.
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.
Vietnam	IFAD has joined the group preparing the CCA and UN Joint Cooperation Framework (CF) 2022-25 (based on the CCA). IFAD is actively participating in UN Result Working Groups for Climate Change and Social Inclusion. From 10 to 12 October 2022 IFAD has participated in UNCT Retreat to plan implementation of the CF and further strengthen impacts of One UN in Vietnam. Through all the activities IFAD has contributed to mainstreaming the IFAD global focus on climate change resilience, youth and gender – socio-economic empowerment and pro-poor value chain development into the CF and UNCT Action Plan. Using an existing grant, IFAD is working with the Institute of Policy and Strategy for Agriculture and Rural Development (IPSARD) on a rapid assessment of the socio-economic impacts of the Russian-Ukrainian conflict on agriculture and rural development and vulnerable groups in the country. The initiative has received attention by the UN country team and other agencies such as UNIDO, FAO, ILO and UNFPA have pledged some additional support to the work. Currently, working through the UN country team and with the support of the Vietnam UN Resident Coordinator Office, IFAD is finalizing a proposal for submission to the <i>Joint SDG Fund – Development Emergency Modality – Response to the Global Crisis on Food, Energy, Finance</i> , for additional USD 214 000 in grant financing from this UN Joint Fund. Another

	example of joint work is the recently completed UNIDO/IFAD-executed COVID-19 MPTF-supported programme in Dong Thap Province in the Mekong Delta.
<b>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</b>	
<b>Country</b>	<b>Activity representing engagement in UN Reform implementation</b>
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.
Argentina	IFAD participated in the development of the UNSDDCF, which has been signed by IFAD's Country Director.
Bangladesh	IFAD participated in the development of the new UNSDCF, and contributed to the drafting (not yet signed).
Bangladesh	IFAD participated in the development of the new UNSDCF, participating in the five strategic group discussions to finalize the outcome and output narratives, indicators and targets. IFAD is a co-signatory of the UNSDCF, and harmonized its COSOP drafting process with the new UNSDCF. The new COSOP for Bangladesh was presented to UNCT.
Belize	IFAD participated in the development of the MSDCF (Multi-State Common Framework) and signed off to it.
Bhutan	IFAD participated in the development of the new UNSDCF and is a co-signatory of the UNSDCF.
Bolivia	IFAD is going to be involved in the formulation of the new UNSDDCF.
Botswana, Comoros, Ethiopia, South Africa, South Sudan, Uganda	IFAD has actively participation in the design of the new UNSDCFs and has been co-signatories to the UNSDCFs in Ethiopia, South Africa and Uganda
Brazil	IFAD is involved in the formulation of the new UNSDDCF, to be completed by the end of 2022.
Burkina Faso	IFAD has signed off on the Burkina Faso Inter Organizational Strategy against Sexual Harassment, Sexual Abuse and Exploitation IFAD contributed to the UN Transition Action Plan IFAD endorsed the request for extension of the UNSDCF, pending the completion of the political transition period when a new one will be designed
Cambodia	IFAD participated in the development of the new UNSDCF and is a co-signatory of the cooperation framework.



Cameroon	Cameroon 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 Cameroon 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.
Caribbean	IFAD participated – for the first time – in the Multi-Country Sustainable Development Co-operation Framework (MSDCF) for the English and Dutch-speaking Caribbean 2022-2026. 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
China	IFAD participated in the development of the new UNSDCF and will be a signatory (document to be signed soon).
Colombia	A new UNSCDF will be prepared in early 2023 to align with the new Govt and the National Development Plan. IFAD is seeking active participation in the CCA and subsequent UNSDCF consultations and development. The 3 RBAS have a joint strategic action plan, and work closely to identify synergies; e.g. all IFAD designs are consulted with RBAs as well as the RCO and UNCT.
Comoros	UNSDCF (2022-2026) validated and signed by UN Agencies and the Government of the Union of the Comoros. COSOP will be aligned to the UNSDCF at MTR in 2023. IFAD actively participated in the elaboration of the UNSDCF 2022 - 2026. IFAD's contribution to implementation is mentioned under the Pillar 'Prosperity'
Congo	IFAD participates in all UNCT meetings and has effectively participated in the development of the joint annual work plan of all agencies
Costa Rica	IFAD participated in the development and negotiation of new UNSDCFs, being an official co-signatory of the 2022-2026 cooperation framework
Cote d'Ivoire	IFAD signed the United Nations Sustainable Development Cooperation Framework for Cote d'Ivoire 2021 -2025(CCDD) and participated in its conception. Several groups of results have been set up for the operationalization of the CCDD. IFAD contributes to the result group 1 on sustainable agriculture with the interventions : (i) Strengthening the technical capacities of actors in the agricultural sectors of the sector, (ii) The development of agricultural sectors to make them more dynamic and market-oriented, (iii) Strengthening the institutional and organizational capacities of national actors in the development, implementation and monitoring-evaluation of agricultural strategies.
Cuba	IFAD participated in the development and negotiation of new UNSDCFs, being an official co-signatory of the cooperation framework.
DRC	IFAD was involved in the identification of the key priority areas in the UNSDCF. IFAD is accountable for results on the outcome 2: Inclusive economic growth, agricultural development, capturing the demographic dividend, social protection and sustainable management of natural resources. IFAD participates in all UNCT meetings and is engaged in the development of the joint annual work plan of all agencies. IFAD is a member of the One UN Gender Country Team and

	an active member of the results analysis group which focus on developing a human rights-based approach in all agency activities
El Salvador	IFAD actively participated in working groups and in the UNSDCF negotiation, being co co-signatory of the 2022-2026. UNSDCF.
Eritrea	UNSDCF for 2022-2026 was finalized. IFAD COSOP is fully aligned to the UNSDCF Pillars 3 and 4
Ethiopia	TheCOSOP Results Review (CRR) was validated to align with the current UNSDCF and the new COSOP will be aligned to UNSDCF.
Ecuador	IFAD cooperated in the elaboration of the UNSDCT. It was represented in the signature of the document by the UN Resident Coordinator
Gabon	IFAD has been fully involved in (i) the evaluation of the current UNDAF and (ii) in all the steps for the design of a new UNSDCF 2023-2027 in Gabon, which is now at final stage. The UNSDCF has 3 strategic priorities, and IFAD will contribute to "priority number 2 – transition towards the blue and green economy".
Georgia	IFAD is participating and will be a co-signatory of the UNSDCF.
Ghana	IFAD designated a focal point to join all meeting on the preparation of the UNSCDF process and to support the finalization of the UNSCDF. The focal point and the Country Director participated to a dedicated workshop in April 2022 to review the draft framework and provide comments and suggestions.
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 the UNDP, an inter-agency working group on that topic.
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.
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.

Guyana	IFAD is liaising closely with the UNCT. Government of Guyana and the UN System signed the new regional Multi-Country Sustainable Development Co-operation Framework (MSDCF) for the English and Dutch-speaking Caribbean 2022-2026. The MSDCF is the primary instrument for planning and implementation of the UN development activities delivered by over 20 UN agencies including IFAD.
Haiti	IFAD harmonized its COSOP drafting process with UNCT's new UNSGCF, both of which will be renewed in 2023 through a coordinated process.
Indonesia	IFAD participated in the development of the new UNSDCF and is a co-signatory of the cooperation framework. Regarding its implementation, IFAD co-chairs the UNSDCF Results Group 2 on Inclusive Economic Transformation.
Iraq	IFAD participated in the working group on natural resource management, climate change and Disaster Risk Management for the UNSDCF.
Kenya	<ul style="list-style-type: none"> <li>UNSDCF 2022-2026 approved and countersigned by the Government. IFAD is part of the signatories. Current COSOP and ongoing investments still remain aligned to the two Strategic Priorities (Pillar 1 on People and Peace and Pillar 2 on Prosperity and Planet) and Strategic Enabler (Partnerships).</li> <li>IFAD actively participated and contributed to the design and finalization of the Kenya UNSDCF 2022-2026. IFAD co-chaired technical working sessions during UNSDCF process, participated in both physical and virtual retreats to further develop the implementation of some of the relevant outcomes through joint programming and programs.</li> </ul>
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).
Lao PDR	IFAD has participated in the process and the UNSDCF is currently being finalized. IFAD will be a signatory.
Liberia	IFAD is actively engaged in UNCT activities, and his involvement is likely to increase once the ICO will be established by the end of 2022. IFAD participates to the development of UN annual work plans and to the annual reporting, particularly being part of Results Group working on the second pillar of the UNSDCF 2020-2024: "Sustainable Economic Development. Currently the UNCT is developing a One UN Flagship Programme "Transforming Lives Through Participatory Decentralization In Liberia" to strengthen collaboration among the different Agencies, and IFAD is participating virtually to all meetings for its formulation.
Madagascar	<ul style="list-style-type: none"> <li>IFAD is co-signatory of UNDSDF 2021-2023.</li> </ul> <p>IFAD is actively participating in the ongoing discussions on the elaboration of UNSDCF 2024-2028.</p>
Malawi	<ul style="list-style-type: none"> <li>Worked with other UN agencies to support the review and development of the National Agricultural Policy; IFAD supported the Ministry of Agriculture with the development of two RPSF proposals, which were subsequently financed; Since 2021 a new COSOP,</li> </ul>

	<p>2023 to 2030 has been under development based on the UNDAF (2019-2023) and consultations with the UNRC , UNCT members, including the RBAs.</p> <ul style="list-style-type: none"> <li>IFAD is going to be involved in the development of UNSDCF, the successor to UNDAF 2019-2023. IFAD funded programs supported the national dialogue process for the development of the Malawi food system summit transformation pathway</li> </ul>
Maldives	<p>IFAD was fully integrated in the drafting of the UNSDCF, and is a signatory of the CF that was signed in October 2021. Final signed version is available here: <a href="https://unsdg.un.org/resources/un-sustainable-development-cooperation-framework-maldives-2022-2026">https://unsdg.un.org/resources/un-sustainable-development-cooperation-framework-maldives-2022-2026</a>. IFAD currently participates in the related working groups corresponding to the strategic priorities in the CF</p>
Mali	<p>In fragile settings, where the combination of humanitarian, development and security challenges requires particularly well-coordinated activities and approaches, IFAD has attached the upmost 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.</p>
Mexico	<p>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.</p>
Mexico	<p>IFAD cooperated in the elaboration of the UNSCDF 2020-2025, represented in the signature of the document by the UN Resident Coordinator. Alignment of the UNSDCF process with IFAD's COSOP formulation resulted in teaming up with FAO, ILO and UNIDO.</p>
Moldova	<p>In December 2020, IFAD became co-signatory of the on-going UNDAF and is now regularly requested to report against the relevant results indicators.</p> <p>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.</p>
Morocco	<p>IFAD is making an active contribution to the UNDAF evaluation.</p>
Mozambique	<ul style="list-style-type: none"> <li>IFAD has actively participated in the design of the new UNSDCF and has co-signed the UNSDCF</li> </ul> <p>New COSOP 2023-2026 to be designed in 2022 and presented to the April EB 2023 and will be fully aligned with the 2022-2026 UNSDCF</p>
Pacific	<p>IFAD participated in the development and negotiation of new UNSDCFs, being an official co-signatory of the Pacific cooperation framework 2023- 2027. As a follow up IFAD has participated in a number of meetings with Pacific Island country representatives to formalize the Country Implementation Plans 2023-2027</p>

Pakistan	IFAD is involved in the process of UNSDCF (2023-2027) development, initiated in 2021.
Panama	IFAD participated in the development and negotiation of new UNSDCFs, being an official co-signatory of the cooperation framework.
Paraguay	IFAD participated in the elaboration and was co-signatory of the 2020-2024 cooperation agreement. IFAD is regularly contributing to the update of the Framework with data resulting from its operations in the country.
Peru	IFAD participated in the elaboration and was co-signatory of the 2022-2026 cooperation agreement. IFAD has participated in the working groups on inclusive productivity and competitiveness, as well as in the climate change and natural resource management
Philippines	<p>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).</p> <p>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</p>
Rwanda	<ul style="list-style-type: none"> <li>IFAD 2019-2024 COSOP is fully aligned with the UNDAF II (2018-2023), now UNSDCF 2018-2024.</li> </ul>
Sao Tome and Principe	IFAD has been fully involved in all the steps for the design of a new UNSDCF 2023 – 2027 that has 4 strategic priorities. IFAD will contribute to “priority number 3: Green and Blue growth”.
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.
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. IFAD regularly provides input on the report that communicates the results of the UNSDCF. With the general and parliamentary elections that are due to take place in June 2023, IFAD participated in the decision to extend the UNSDCF by one year to give the time and space to the government to design a new national development agenda.
South Sudan	<p>UNSDCF 2023-2025 has been finalized. IFAD will initiate the preparation of a COSOP in 2023, which will align with the UNSDCF priorities.</p> <p>IFAD has participated fully in the UN process to elaborate the UNSCDF, and is currently represented in the working groups for Pillar 2, Pillar 3, and also the resilience/nexus working group.</p>
Sri Lanka	IFAD was fully integrated in the drafting of the UNSDCF, and is a signatory of the CF that was signed in August 2022. Final signed version has not been uploaded yet. IFAD currently participates in the related working groups corresponding to the strategic priorities in the CF

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.
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Uzbekistan	IFAD is participating and will be a co-signatory of the UNSDCF and contributed to the action plan for enhanced GoU-UN cooperation.
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.
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.
Zambia	<ul style="list-style-type: none"> <li>While the current COSOP (2019 - 2024) is aligned with the UNSDPF (2016 - 2022), there is need to ensure its alignment with the new UNSDCF (2023 - 2027) during the mid-term COSOP Results Review (CRR), scheduled for November 2022.</li> </ul>
<b>Examples where IFAD participated actively in design of a new UN Socioeconomic Response Framework (SERF)</b>	
<b>Country</b>	<b>Activity representing engagement in UN Reform implementation</b>
Bangladesh	IFAD participated in the formulation of the UN Socioeconomic Economic Response Framework (SERF) and supported its implementation.
Belize	IFAD participated in the country SERF and added the investments from the Be-Resilient Rural Belize (RRB) project to the common accounting of UN contribution to national development.
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.
Eritrea	IFAD Co-chairs Results Pillar 3 with FAO, which convenes 20 agencies to deliver on the UNSDCF. IFAD, FAO & UNDP have developed a joint programme framework for agriculture and food security, under the Ministry of Agriculture. IFAD has fully contributed towards the joint UN workplan for Eritrea

Ethiopia	<ul style="list-style-type: none"> <li>IFAD is the Convener and Secretariat of UNSDCF Issue Group 5 (IG 5) that deals with Economic Opportunities in the country, which includes FAO, UNDP, UNEP, UN Women, UNIDO, and ILO.</li> </ul> <p>Mapping of Projects and Programmes supported by IFAD is completed in support of UNSDCF 2020-2025.</p>
Ghana	IFAD participated to the development of the Socio Economic response in 2020 and provided inputs on its achievement in the 2021 review.
Guatemala	<p>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.</p> <p>IFAD, along with its RBA partners led the development of one policy brief called “Family Farming and School Feeding, an Effective Synergy for Local Development and Instrument to Respond to the COVID-19 Situation in Guatemala”. This is part of a series of policy briefs to promote a prioritized political agenda, including nutrition, gender and social inclusion, agroecology and innovative rural poverty solutions.</p>
El Salvador	<ul style="list-style-type: none"> <li>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</li> </ul>
Kenya	<ul style="list-style-type: none"> <li>IFAD co-chairs UNSDCF Outcome 2.1 (By 2026, people in Kenya at risk of being left behind – particularly all women and girls, all children and youth, all people in the ASAL counties and in informal urban settlements – derive benefit from inclusive, sustainable, diversified and environmentally/climate sensitive quality livelihoods with decent work in the sector economies and realise growth that is resilient, green and equitable) with UNIDO as part of one of outcomes under Strategic Pillar 2 (Prosperity and Planet) co-led by WFP and UNWomen.</li> </ul> <p>IFAD is also active member in Strategic Enabler Pillar 3 (Partnerships). As part of the joint programmes, IFAD has provided information/data on its ongoing investments operations in alignment with UNCT template with rationale to contribute indirectly to UNSDCF strategic pillars and outcomes with relevant synergies and complementarities. IFAD as co-chair of Outcome 2.1 will be exploring opportunities for joint resource mobilisations, through RBA and/or other UN Entities as relevant during implementation of the UNSDCF.</p>
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.
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.

MENA region	NEN actively participated in UN Development Reform discussions led by ESCWA over quadrennial policy review.
Pacific	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.
Peru	IFAD in partnership with UNDP, FAO, and WFP led the development of a 2020 study to provide an initial approach to the Covid-19 pandemic impacts on family farming and agriculture in Peru. The document estimated and assessed the impacts on the economy for this year, and how this negative outcome will reflect in the agricultural activity. It also proposed recommendations for policy-makers to strengthen public policies aimed at economic recovery. This study was presented in November 2020 to the Ministry of Agriculture Development and Irrigation (MIDAGRI).
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)
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 (SERF).
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.
Vietnam	IFAD participated in the SERP.
<b>Examples of joint RBA country strategies</b>	
<b>Country</b>	<b>Activity representing engagement in UN Reform implementation</b>
Colombia	A tri-partite RBAs joint strategic plan was approved, providing a framework for enhanced collaboration between the 3 agencies. With WFP, IFAD is participating the multi-stakeholder innovation challenge for nutrition.
Ghana	IFAD takes part of the preparation of RBA collaborative strategy and continue to work closely with FAO and WFP in implementing an emergency project for addressing COVID impacts in the agricultural sector. IFAD and FAO are leading development partners group and co-chair the Agricultural Sector Working Group (ASWG) in Ghana



Guatemala	There is a renewed RBA Action Plan in the country with a special focus on establishing effective linkages between family farming and the school feeding program. Furthermore, RBAs, along with UNICEF and PAHO, are jointly supporting the implementation of the FSS-related pathway, which is led by GoGTM and the private sector.
Guyana	Even if there is no RBA-level strategic plan, FAO has collaborated closely with IFAD, providing technical assistance to the implementation of the IFAD-funded HESAD project. Also, FAO did the SOFA and baseline surveys. WFP started operations in Guyana only in 2022
Indonesia	The RBAs Joint Strategy for Indonesia has been fully developed and officially endorsed by the Government. The core of this Joint Strategy is the strengthening of inclusive and sustainable food systems, benefiting from the complementary expertise of each RBA. In agreement with the Government, it was decided to pilot the approach guiding the Joint Strategy in Nusa Tenggara Timur, an Eastern Indonesia province and one of the poorest provinces in the country. A food systems situation analysis in this province was undertaken and a concept note prepared as the starting point for RBAs joint interventions in the framework of the Joint Plan; a full project design is starting to be prepared.
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.
Mozambique	<ul style="list-style-type: none"> <li>• IFAD, together with FAO and WFP jointly implemented the MDG1c Programme to reduce hunger in Mozambique.</li> <li>• IFAD, together with FAO and WFP are designing a joint initiative in response to the actual crisis (terrorism) in the northern Mozambique.</li> </ul> <p>IFAD, and FAO are jointly implementing the grant Increasing water productivity for sustainable nutrition-sensitive agriculture production and improved food security Grant.</p>

Niger	IFAD is actively participating in the both the CCA and the UNSDCF (2023-2027) drafting. The signature is expected for November 2022. IFAD together with WFP, FAO and other partners are implementing the Sahel Regional Programme which include: i) the Joint Sahel Programme Response to the Challenges of COVID-19, Conflicts and Climate Change (SD3C); ii) Africa Climate Risk Financing Programme (AICRM), and iii) the Inclusive Green Financing Programme (IGREENFIN), within the Green Great Wall. It aims at building and scaling up the resilience and adaptive capacity of rural communities to climate change and access credit lines for green agricultural investments. The Joint Programme Rural Women's Economic Empowerment (JP RWEE), is a common initiative with IFAD, WFP, FAO, UN WOMEN to be highlighted in Niger and its objective is to secure rural women's livelihoods, rights, and resilience to advance sustainable development, the 2030 Agenda and the SDGs
Peru	Even if there is no RBA-level strategic plan, FAO, IFAD, and WFP have been working together to support MIDAGRI in the development of the Family Farming Brand and the implementation of the recently approved Law on Public Purchases. This Law requires 30 per cent of food procured for public programs to be sourced from family farming, and IFAD project beneficiaries actively participate in the pilot.
Sri Lanka	IFAD, FAO and WFP are currently organizing the proceedings of the 2022 World Food Day in partnership with GoSL. The prime minister of LKA will be the chief guest of the event. In 2021, 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. The RBAs also organized the celebrations of the World Food Day in 2021 in collaboration with the Ministry of Agriculture and other GoSL ministries and agencies.
Tajikistan	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.  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 CASP: the CASP+.
<b>Examples of deepening project level partnerships with UN agencies</b>	
<b>Country</b>	<b>Activity representing engagement in UN Reform implementation</b>

Bangladesh	<p>Close collaboration with FAO, who provides technical assistance to IFAD's Smallholder Agriculture Competitiveness Project. Collaboration with FAO in the Local Consultative Group for Agriculture, attended by all relevant UN agencies, bilateral and multilateral financial agencies.</p> <p>IFAD, along with FAO, takes part in the UNFSS working group, chaired by the Ministry of Food.</p> <p>IFAD has partnered with FAO to develop and implement a GAFSP-6 Proposal of US\$20 million.</p> <p>IFAD Country Director provides administrative support to the FAO Country Representative, acting as OiC when necessary.</p> <p>Exploring opportunities for collaboration with ILO and UNICEF.</p>
Bhutan	<p>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).</p>
Burkina Faso	<p>IFAD is implementing through the RBAs (FAO and WFP), the SD3C regional operation in the G5 Sahel countries plus Senegal</p> <p>IFAD will be working in partnership with WFP and the African Development Bank on the GCF financed contribution to the SD3C regional programme focusing on agricultural risk mitigation- Africa Integrated Climate Risk Management (AICRM).</p> <p>IFAD, FAO, and WFP are continuing to work together in coordinating activities with the National Convenor of the Food Systems Summit in Burkina Faso</p>
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 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</p>

	<p>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>
Cote d'Ivoire	As part of establishing a common approach to partnerships, IFAD, FAO and UNDP have developed a joint initiative, financed by the Adaptation Fund. IFAD is the implementing entity for this initiative focusing on adapting to climate change in the Bandama Valley
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
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.
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.
Ghana	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.

Guatemala	The experience of RBAs collaboration in Guatemala is particularly rich and varied. RBA's activities in Guatemala from 2016 to 2017 directly benefitted more than 350,000 rural people. In early 2019, IFAD and its RBA partners, in coordination with Guatemala's Ministries of Education and of Agriculture, and local authorities, established a program for strengthening the linkages of Family Farming with the National School Feeding Program. The direct target group consists in more than 1 600 small farmers from family farming organizations and 12,000 children at preschool and primary levels in the public education system. This program is being escalated by an INSURED/PARM initiative (an IFAD based facility financed through supplementary funds from SIDA). The partnership with FAO and WFP in piloting the implementation of the Guatemala school feeding program, will be also developed through the GUATINNOVA project co-financed with the World Bank. Finally, Guatemala was one of the seven countries in which the joint Program RBAs- UNWomen Programme on Accelerating Progress towards the Economic Empowerment of Rural Women (RWEE) was implemented. The program benefitted directly to 1 200 rural women and their families in one of the poorest areas of the country. The 2018 RBAs Award recognized the Guatemala country team for their concerted efforts in maximizing results and impact on the ground to achieve the 2030 Agenda
Guinea Bissau	IFAD is contributing to joint response to COVID-19 by collaborating with WFP through IFAD funded RPSF initiative.
Haiti	IFAD committed to co-finance a FAO-GCF project on resilient agriculture to be deployed in 2023; FAO's Investment Centre is also a partner in the design of IFAD's innovative I-BE Blue Economy project in the Northeast, approved in December 2021.
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. IFAD was actively involved in the preparatory work prior to the Summit. GoI has not taken up any major activities post-FSS. IFAD is a member of the Nutrition Group (Priority IV).
Indonesia	IFAD is discussing with UNDP on UNDP's possible participation in IFAD-funded TEKAD project, located in Eastern Indonesia and focused on the promotion of local/village level economic development, where UNDP would provide technical support to prepare methodological tools for village participatory planning. IFAD is also exploring with ILO on a possible collaboration around YESS project, for IFAD to apply training tools developed by ILO for the development of entrepreneurial skills by rural youth, and to provide training to improve rural youth skills to access the labor market".

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>
Lao PDR	<p>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).</p>
Madagascar	<ul style="list-style-type: none"> <li>• FAO and WFP are involved in active partnerships with the Inclusive Agricultural Value Chains Development Programme (DEFIS). FAO is providing technical assistance while WFP is involved in capacity building and promotion of food processing.</li> </ul> <p>ILO is also in active partnership with the Inclusive Agricultural Value Chains Development Programme (DEFIS) mainly in infrastructure development with employment intensive approach (HIMO).</p>
Maldives	<p>UNOPS is providing a TA under the Maldives Agribusiness Programme (MAP) to support the government in the implementation of the MAP.</p>
Mauritania	<p>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.</p>

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.
Mozambique	<ul style="list-style-type: none"> <li>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).</li> </ul>
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.
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.
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 collaborated with FAO Investment Center and the FAO Sub-regional Office for Pacific on detailed design. The project is in early stages of implementation. IFAD has joined as a partner in 4 of the UN proposals for the UN Covid19 Trust Fund in the Pacific with one being successful. This project was funded through the UN Multi Trust Fund and successfully implemented by IFAD, UNDP, UNESCO and ILO to support agriculture and entrepreneurship in four Pacific Island countries. With regards to joint UN initiatives, and specifically in pursuance of gender transformative approaches across the Pacific, IFAD is about to launch the Joint Programme on Rural Women Economic Empowerment in the Pacific to be implemented with UN Women, WFP, FAO and UNDP.
Paraguay	IFAD is actively participating in the Inter-agency Group on Indigenous People chaired by FAO. This is the space where agencies coordinate actions targeting indigenous communities through a joint Plan updated on annual basis.

Peru	<p>Examples of UN partnership include:</p> <p><b>ASL 2 Project:</b> Building human well-being and resilience in Amazonian forests by enhancing the value of biodiversity for food security and bio-businesses, in a context of climate change. GEF Project Financing for IFAD intervention: US\$ 2,714,932. Implementing agencies: FAO (Lead agency), UNIDO &amp; IFAD</p> <p><b>FOLUR Project:</b> Deforestation-free Commodity Supply Chains in Peruvian Amazon. GEF Project Financing for IFAD intervention: US\$ 3,252,752 Implementing agencies: UNDP (Lead agency), FAO &amp; IFAD</p>
Philippines	<p>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.</p>
Sao tome and Principe	<p>IFAD and WFP implementing Home-Grown School feeding and nutritional education to improve nutrition in Sao Tome and Principe.</p> <p>IFAD and FAO are in collaboration to develop a “national plan for livestock development”.</p>
Senegal	<p>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</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>



South Sudan	IFAD, FAO and WFP are elaborating the SDG 2 study for South Sudan
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).
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.
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).
Zambia	<ul style="list-style-type: none"> <li>• IFAD has supported the Ministry of Agriculture to draft the Zambia National Agribusiness Development Strategy. Under the Ministry of Fisheries and Livestock (MFL), IFAD supported the finalisation of the Livestock Development Policy and the stocking and restocking strategy and the forage seed strategy. Additionally, IFAD supported the MFL with the development of two RPSF proposals that were subsequently funded.</li> <li>• In consultation with the UNRCO, IFAD supported the National dialogue efforts for the finalisation of the Zambia Food System summit transformation pathway. Furthermore, IFAD contributed towards the drafting and finalisation of the UNSDCF (2023 - 2027). IFAD provided inputs towards Pillar 1 and 4 of the UNSDCF.</li> </ul>
<b>Examples where we are actively supporting UNCT led COVID analytical work/ Multi-Purpose Trust Fund (MPTF)</b>	
<b>Country</b>	<b>Activity representing engagement in UN Reform implementation</b>
Brazil	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' organizations. The new focus of the RC's role on coordination

	promotes this type of collaboration between sister agencies
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.
Eritrea	IFAD contributed to the preparation of the UNCT Rapid Assessment – Socio-economic impacts of COVID-19 in Eritrea (May 2020)
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 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 cooperated with FAO (fisheries and aquaculture) and UNEP (resilient development) offices in Haiti. IFAD is also participating in the ISF update.
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.
Mexico	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.
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)
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. Furthermore, joint UN publication with FAO, WFP and UNICEF on Reinforcing Pacific Food Systems for COVID19 recovery- key impacts, responses and opportunities to build back better was launched early this year.

Panama	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).
Papua New Guinea	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.
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.
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.
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
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.
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 &amp; 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 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.</p>
<b>Thematic examples where IFAD is actively supporting UNCT led COVID analytical work/CCAs</b>	

Cambodia	FAO and IFAD are co-chairs of the Technical Working Group for Agriculture.
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, as well PPEs, and cash transfer to vulnerable households. The operationalization of marketing channels, digital extension and marketing were planned for 2021. For 2022, the other activities in collaboration with FAO, like the income generation and diversification of through nutrition and the provision of extension services are in progress. The monitoring of local markets and carry out surveillance of inputs, food and grocery stores and output market price, safeguarding rural marketing linkages and food security and supporting food conservation and preservation practices (all in collaboration with WPF) will start implementation before the end of 2022.
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.
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.
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.
Mozambique	IFAD participated to the development UN MULTI-SECTOR RESPONSE PLAN TO COVID-19 and the UN response to the Northern Mozambique reconstruction plan – PREDIN
Pacific	IFAD participated in national dialogues on the National Food Systems Summit in Fiji and a number of other Pacific Island counties
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.