JL FIDA

Investir dans les populations rurales

Évaluation conjointe de la collaboration des organismes des Nations Unies ayant leur siège à Rome

Mandat

Note à l'intention des membres du Comité de l'évaluation

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Pour: **Examen**

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Full Terms of Reference: Joint evaluation on collaboration among the United Nations Rome-based agencies

Sigles et acronymes

FAO	Organisation des Nations Unies pour l'alimentation et l'agriculture
FIDA	Fonds international de développement agricole
IOE	Bureau indépendant de l'évaluation du FIDA
ODD	Objectif de développement durable
OSR	Organismes des Nations Unies ayant leur siège à Rome
PAM	Programme alimentaire mondial

Résumé du mandat

I. Cadre général

1. Dans le cadre de chacun de leurs programmes de travail approuvés pour 2020-2021, les bureaux de l'évaluation de l'Organisation des Nations Unies pour l'alimentation et l'agriculture (FAO), du Fonds international de développement agricole (FIDA) et du Programme alimentaire mondial (PAM), réalisent une évaluation conjointe et indépendante sur la collaboration entre les organismes des Nations Unies ayant leur siège à Rome (OSR)[1]. La phase préparatoire de l'évaluation a débuté en février 2020.

2. Le mandat relatif à l'évaluation est présenté dans le présent document. Celui-ci repose sur un examen des documents et une concertation entre parties prenantes, dans les trois organismes, aux niveaux mondial, régional et national. Le mandat a été élaboré sous la supervision du Groupe de gestion de l'évaluation, qui se compose d'administrateurs hors classe chargés de l'évaluation dans les bureaux d'évaluation respectifs. On trouvera en appendice la description complète du mandat relatif à l'évaluation

II. Contexte

3. **Organismes des Nations Unies ayant leur siège à Rome.** Les trois organismes des Nations unies chargés des questions liées à la sécurité alimentaire et à l'agriculture ont leur siège à Rome. Ces organismes, qui poursuivent un grand nombre d'objectifs stratégiques communs, diffèrent quant à leur mandat et à leur mode de fonctionnement

4. La FAO: i) facilite, encourage et soutient la concertation sur les politiques et les partenariats à tous les niveaux; ii) analyse, contrôle et diffuse des données et des informations; iii) appuie l'élaboration et la mise en œuvre d'instruments normatifs, dont les accords internationaux, les codes de conduite et les normes techniques; iv) fournit des avis et soutient le renforcement des capacités à l'échelon national et régional pour l'élaboration, la mise en œuvre, le suivi et l'évaluation de politiques, d'investissements et de programmes fondés sur des éléments concrets (notamment l'assistance technique aux gouvernements et aux partenaires tels que les autres organismes des Nations-Unies). La FAO a également pour mandat d'apporter une aide d'urgence et d'améliorer la résilience des moyens d'existence face aux catastrophes et aux crises.

5. Le FIDA est le seul organisme spécialisé des Nations Unies et la seule institution financière internationale qui cible exclusivement son action sur la réduction de la pauvreté et de l'insécurité alimentaire en milieu rural par le biais de l'agriculture et du développement rural. Le Fonds collabore étroitement avec les organisations et les communautés rurales. Il propose aux gouvernements, aux autres partenaires de développement et au secteur privé des instruments d'investissement en faveur des petits exploitants agricoles, des éleveurs, des petits pêcheurs et d'autres catégories de populations rurales. Le financement que propose le FIDA, sous forme de prêts et de dons, permet de mettre en œuvre des programmes cohérents avec les stratégies de développement des pays.

6. Le PAM est le principal organisme humanitaire au monde, pour ce qui est de la lutte contre les problèmes liés à la faim et à la nutrition. Le mandat du PAM, qui énonce clairement la mission de l'organisme en matière d'aide humanitaire et de développement, précise en outre que la priorité de l'institution doit être donnée aux interventions dans les situations d'urgence et aux activités visant à sauver des vies et à favoriser le développement en faveur des populations les

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[1] Les organes directeurs respectifs du FIDA et de la FAO ont demandé cette évaluation.

plus pauvres et les plus marginalisées. Le PAM propose des services généraux en situation de crise humanitaire, notamment en ce qui concerne les passations de marchés, la logistique, l'ingénierie et les technologies de l'information.

7. Les activités menées par les trois organismes aux niveaux national et régional varient considérablement (une carte des pays dans lesquels chaque organisme met en œuvre des programmes figure à l'annexe 8 du mandat détaillé).

8. **Collaboration passée et en cours entre les OSR.** La collaboration entre les trois organismes figure dans le programme de leurs organes directeurs respectifs depuis plusieurs années. La dynamique de collaboration s'est intensifiée autour de questions mondiales telles que la crise alimentaire de 2008 et le Programme de développement durable à l'horizon 2030 (Programme 2030).

Collaboration entre 2009 et 2015

9. En 2009[2], les OSR ont élaboré un document commun intitulé "Orientations relatives à une collaboration entre les organisations dont le siège est à Rome"[3], dans lequel ils ont présenté une approche stratégique de la collaboration allant au-delà de la simple riposte à une crise immédiate et tenant compte de priorités à plus long terme en vue d'une action conjointe. Cette stratégie avait pour objet de renforcer la capacité qu'ont les OSR de guider et de soutenir la communauté internationale et les pays afin de réaliser les objectifs du Millénaire pour le développement (OMD), en particulier l'OMD1.

10. Dans ce document d'orientation, les auteurs énoncent les principes directeurs de la collaboration (encadré 1), définissent un cadre d'une collaboration reposant sur quatre piliers et indiquent les résultats attendus.

Encadré 1
Principes convenus par les trois organismes pour encadrer leur collaboration

> i)   les partenariats font partie intégrante du mandat des trois institutions;
>
> ii) les partenariats ne constituent pas une fin en soi mais plutôt un moyen de renforcer les synergies, l'efficacité et l'efficience;
>
> iii) les partenaires favorisent la prise en compte des enseignements tirés des partenariats;
>
> iv) la collaboration s'inscrit dans la logique du système des Nations Unies dans son ensemble; et
>
> v)   dans le prolongement des processus lancés au niveau des pays.

Source: "Orientations relatives à une collaboration entre les organisations dont le siège est à Rome".

11. Les domaines de collaboration recensés dans le document de 2009 sont les suivants:

   i)   Collaboration dans le domaine de l'élaboration des politiques et du conseil aux gouvernements, ainsi que dans les domaines des systèmes de suivi et de cartographie des besoins. La priorité est donnée aux domaines où une programmation stratégique commune est possible.

   ii) Amélioration de l'efficience et de l'efficacité des opérations grâce à des activités opérationnelles conjointes aux niveaux régional, national et local.

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[2] En 2007, les conseils d'administration du PAM et du FIDA ont demandé instamment aux OSR "d'élaborer un document commun sur les orientations que pourraient prendre les futurs partenariats opérationnels axés sur les objectifs aux niveaux mondial, régional et national". Cette décision a été prise à la suite: a) d'une évaluation réalisée par le FIDA en 2005 indiquant que le Fonds devait collaborer avec les autres OSR, b) de l'évaluation externe indépendante réalisée par la FAO en 2007, dans laquelle les auteurs préconisaient de mettre en place une stratégie de partenariat à l'échelle de l'organisation, incluant des éléments visant à renouveler les partenariats au sein du système des Nations unies et avec les OSR en particulier.

[3] FAO, 2009. "Orientations relatives à une collaboration entre les organisations dont le siège est à Rome" présenté à la 137e session du Conseil, Rome, 28 septembre-2 octobre 2009, CL 137/INF/10.

iii) Élaboration d'un cadre de collaboration concernant les activités de sensibilisation et de communication, qui encourage les trois organismes à coordonner leurs messages et leurs ressources autour de domaines thématiques prioritaires dans les forums internationaux.

iv) Partage des services d'administration et de gestion, qui se justifie tant d'un point de vue pratique que financier.

12. Les résultats attendus de la collaboration étaient les suivants:

i) Le renforcement des capacités nationales et internationales en matière d'élaboration des politiques, de mise en œuvre et d'accès à l'information;

ii) Une participation et une sensibilisation plus efficaces dans les enceintes internationales et la création de cadres et d'outils reconnus au niveau international;

iii) Une meilleure mobilisation des ressources et de meilleurs résultats d'ensemble, une plus grande capacité d'intervention dans des contextes multidisciplinaires;

iv) Une plus grande efficacité et des gains d'efficience.

Collaboration entre les OSR depuis 2016

13. En novembre 2016, faisant fond sur le document "Orientations" de 2009, les OSR ont publié un document conjoint intitulé "Collaboration entre les organismes des Nations Unies ayant leur siège à Rome: Réaliser le Programme 2030"[4], qui s'appuyait sur le document de 2009. Dans ce document sont définis les objectifs communs de la collaboration, à savoir mettre un terme à la faim et à la malnutrition, et promouvoir une agriculture durable et la transformation rurale grâce à des approches globales (objectif de développement durable 2 (ODD2)). L'accent a été mis sur l'ODD2, sans perdre de vue les 16 autres ODD. Les auteurs du document ont souligné que chaque organisme disposait d'atouts et d'avantages comparatifs distincts qui pouvaient être exploités pour soutenir plus efficacement la réalisation de ces objectifs et qu'une action conjointe était plus efficace qu'une action isolée.

14. Dans le document de 2016 ont été définis quatre piliers de collaboration, énumérés ci-dessous. Des exemples choisis d'activités qui s'y rapportent se trouvent dans le mandat détaillé en appendice. On peut notamment citer les collaborations:

• aux niveaux national et régional[5];
• au niveau mondial[6];
• en matière de savoirs et sur des questions thématiques[7];
• des services institutionnels conjoints[8].

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[4] FAO, FIDA, PAM 2016. "Collaboration entre les organismes des Nations Unies ayant leur siège à Rome: Réaliser le Programme 2030", 30 novembre 2016.

[5] Cela suppose que des équipes régionales élaborent des processus visant à créer de nouvelles possibilités de collaboration et à reproduire ou à élargir les projets. Des réunions régulières des équipes nationales doivent également être organisées pour convenir des rôles complémentaires et s'informer mutuellement des plans stratégiques et des programmes.

[6] Afin d'assurer la mise en place d'une approche coordonnée des OSR en vue de faire avancer les programmes relatifs à la sécurité alimentaire et à la nutrition dans les principales instances de décision au niveau mondial. Les activités conjointes d'appui du Comité de la sécurité alimentaire mondiale et d'élaboration du rapport sur l'état de l'insécurité alimentaire dans le monde font partie de ce pilier.

[7] Par exemple, la résilience, les changements climatiques, l'inclusion financière, les approches relatives aux chaînes de valeur en faveur de la nutrition, la coopération Sud-Sud et triangulaire, les informations concernant la sécurité alimentaire, le genre, les pertes et le gaspillage alimentaires.

[8] Services institutionnels communs au Siège et sur le terrain, partageant des locaux communs, et activités conjointes en matière d'évaluation, d'audit, d'enquête, de finances et d'administration.

15. Depuis 2017, des rapports annuels sur la mise en œuvre des engagements énoncés dans le document de 2016 sont soumis aux organes directeurs des trois organismes.

16. Le 6 juin 2018, les trois organismes ont signé un protocole d'accord tripartite de cinq ans dans lequel sont définis les objectifs, les principes et les domaines de la collaboration. Les objectifs étaient les suivants: renforcer la collaboration, la coordination et les synergies entre les trois organismes aux niveaux mondial, régional et national, et éviter les chevauchements et les doubles emplois inutiles, ainsi que toute concurrence réelle ou perçue comme telle[9].

17. Les principes de collaboration du document OSR 2016 sont repris dans le protocole d'accord. Il est en outre souligné dans ce dernier que le partenariat entre les OSR est une priorité stratégique et qu'il faut tirer parti des avantages comparatifs de chacun d'entre eux. Deux principes généraux de collaboration y sont énoncés (encadré 2).

Encadré 2
Principes généraux de collaboration

> **Mise en commun des compétences.** Chaque organisme doit tenir compte de l'expertise des deux autres dans les domaines où ils ont un avantage comparatif en raison de leurs mandats respectifs.
>
> **Participation conjointe.** Dans le Programme 2030, il est demandé aux organismes de collaborer dès le début des discussions avec les gouvernements nationaux et les équipes de pays des Nations Unies, en veillant à ce que leurs positions communes soient prises en compte dans l'élaboration des mesures nationales. Il est en outre demandé à chaque organisme de convier les autres à participer aux forums et aux discussions tenues aux niveaux mondial et régional concernant l'ODD2 ou les domaines thématiques pertinents, afin de multiplier les possibilités de collaboration et les contributions constructives[10].

Source: Protocole d'accord entre les OSR, 2018.

18. **Domaines de collaboration entre les organismes.** Les domaines de collaboration aux niveaux national, régional et mondial, ainsi que dans le secteur des services aux entreprises, sont énumérés dans le protocole d'accord[11]. (voir les paragraphes 25 à 28 du mandat détaillé).

19. Aux termes du protocole d'accord, les organismes s'engagent à présenter un rapport annuel et à organiser des réunions de haut niveau deux fois par an pour examiner les résultats et les nouvelles questions importantes. Le Groupe consultatif de haut niveau des OSR doit se réunir trois fois par an pour examiner la mise en œuvre globale des activités conjointes et aborder les principales questions stratégiques, opérationnelles ou de politique générale. En 2019, les OSR ont élaboré un plan de mise en œuvre des principales dispositions du protocole d'accord. Le plan d'action des OSR pour 2019-2020, qui est un plan biennal glissant, est actualisé chaque année. Les organismes ont décidé de se fonder sur les activités et les résultats concrets prévus dans le plan pour élaborer le rapport annuel conjoint sur l'état d'avancement de la collaboration entre les OSR et de confier aux coordonnateurs de ces organismes le suivi de ces activités.

20. **Contexte de la réforme de l'Organisation des Nations Unies.** La collaboration entre les OSR doit également être examinée dans le contexte plus large des réformes passées et actuelles de l'ONU, au titre desquelles il est préconisé de renforcer la collaboration entre les organismes des Nations Unies et la cohérence à l'échelle du système tout entier. Au nombre des mesures de réforme récentes figure l'élaboration d'un Plan-cadre de coopération des Nations Unies pour le développement durable au niveau national, fondé sur les principes suivants: programmation intégrée et multidimensionnelle conforme

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[9] FAO, FIDA et PAM. 2018. Protocole d'accord entre la FAO, le FIDA et le PAM, p.4.
[10] *Ibid.*
[11] *Ibid.*

aux 5P du Programme 2030 – population, prospérité, planète, paix et partenariats; ne laisser personne de côté; stratégie de développement fondée sur les droits de l'homme; égalité des sexes et autonomisation des femmes; durabilité et responsabilité. Si la collaboration entre les OSR est essentielle pour améliorer la cohérence du système, il n'en reste pas moins que le partenariat ne se limite pas aux trois organismes et que ceux-ci doivent continuer à établir des alliances avec d'autres acteurs du développement, comme d'autres organismes des Nations Unies, le secteur privé, la société civile, les IFIS et d'autres acteurs en vue de réaliser les ODD.

21. **Cadre de collaboration entre les OSR.** Le protocole d'accord de 2018 définit les piliers de la collaboration entre ces organismes et fixe le cadre de la collaboration, du suivi de celle-ci et de la présentation de rapports sur les progrès accomplis en la matière. La figure 1 résume les principaux éléments de ce cadre. Aucune théorie de changement explicite ne figure dans le protocole d'accord de 2018 ou dans le document relatif à la collaboration entre les OSR de 2016 sur lequel repose le protocole. Le cadre de la collaboration entre les OSR, tel que présenté dans la figure 1, peut servir de base à l'équipe d'évaluation pour l'élaboration d'une ou plusieurs théories du changement relatives à cette collaboration.

Figure 1
Cadre de collaboration entre les organismes des Nations Unies ayant leur siège à Rome
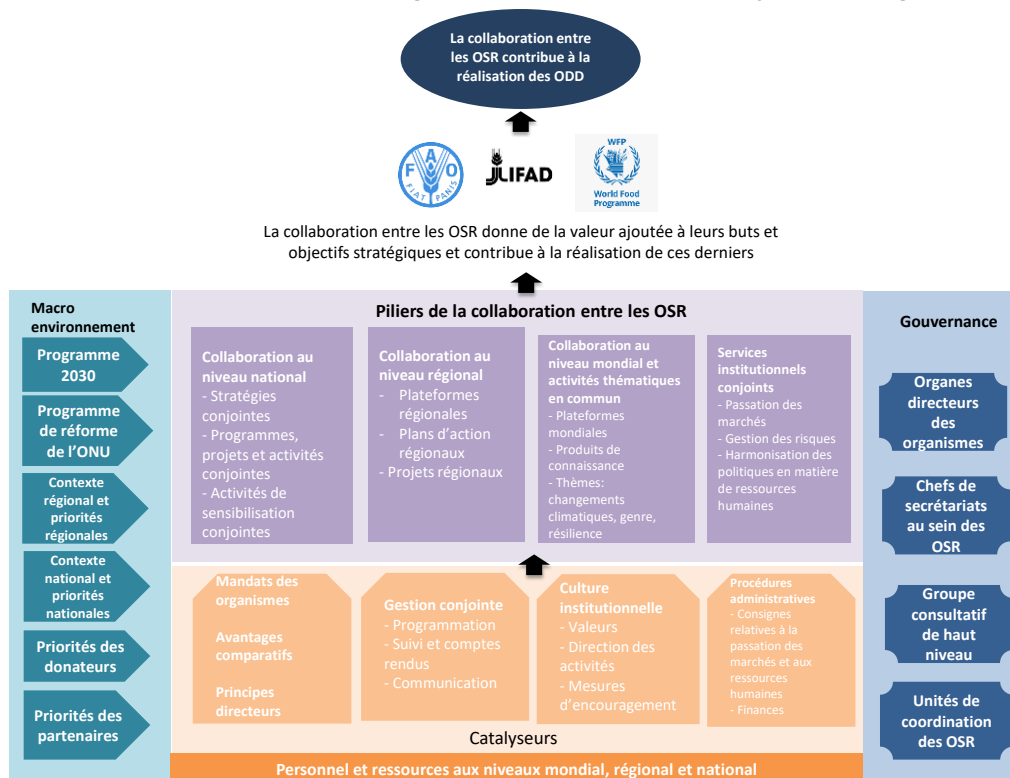
Source: Protocole d'accord entre les OSR, 2018.

III. Cadre d'évaluation

22. Il est indiqué dans les Rapports de situation conjoint sur la collaboration des organisations ayant leur siège à Rome (2017-2019) présentés aux organes directeurs que la collaboration est mise en œuvre aux niveaux mondial, régional et national. Aucune évaluation n'a toutefois été réalisée jusqu'à présent pour fournir des données tangibles et documentées sur la contribution des travaux conjoints des OSR à la réalisation des ODD. Aucun document ne précise non

plus les modalités d'une collaboration efficace entre les OSR. Les organes directeurs du FIDA et de la FAO ont fait une demande d'évaluation conjointe de cette collaboration, demande que le Conseil d'administration du PAM a approuvée:

- En 2019, le Conseil de la FAO a indiqué vouloir examiner plus avant la collaboration entre les OSR dans le cadre du remaniement du système de l'ONU pour le développement, ainsi que les progrès accomplis en ce qui concerne le renforcement des partenariats et la collaboration dans les domaines stratégique, administratif et financier[12].

- Le Bureau indépendant de l'évaluation du FIDA (IOE) a inclus une évaluation conjointe de la collaboration entre les ORS dans son programme de travail axé sur les résultats pour 2020[13]. Cette décision fait suite à des consultations avec la direction et les organes directeurs du FIDA, lesquels avaient souligné l'importance de la collaboration entre les OSR pour la réalisation de l'ODD2. Une première recommandation visant à évaluer la collaboration entre les organismes figurait dans la synthèse d'évaluations réalisée en 2018 par IOE, relative au renforcement des partenariats au service d'une meilleure efficacité en matière de développement. Le programme de travail d'IOE a été approuvé par le Conseil d'administration du FIDA à sa 128e session en décembre 2019[14].

- Le Directeur du Bureau de l'évaluation du PAM a inclus l'évaluation conjointe de la collaboration entre les OSR dans son plan de travail 2020-2022, approuvé par le Conseil d'administration du PAM en novembre 2019.

23. **Objectifs de l'évaluation.** L'évaluation conjointe, qui a commencé cette année, répond à un double objectif: responsabilisation des OSR vis-à-vis de leurs organes directeurs respectifs et communication d'informations au sein des trois organismes. Elle vise en outre les objectifs particuliers suivants:

i) Évaluer la contribution de la collaboration entre les OSR à la réalisation du Programme 2030, en particulier au niveau national.

ii) Examiner la stratégie de collaboration entre les OSR, telle que définie dans le document de collaboration de 2016 et, plus récemment, dans le protocole d'accord de 2018, y compris le plan d'action et les autres processus et mécanismes connexes mis en place à ce jour.

iii) Recueillir des données probantes sur les déterminants d'une collaboration efficace entre les OSR et les obstacles à surmonter à cet égard.

iv) Recenser les enseignements tirés et les bonnes pratiques en matière de collaboration tripartite et bipartite qui peuvent permettre d'améliorer l'efficacité et l'efficience de la collaboration entre les OSR, en particulier au niveau national;

v) Formuler des recommandations quant à l'orientation stratégique future de la collaboration entre les OSR.

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[12] Le Conseil a aussi demandé à la FAO, en collaboration avec le PAM et le FIDA, de fournir une première évaluation de la faisabilité de l'intégration des fonctions administratives, et d'une collaboration accrue dans certaines fonctions de contrôle, à soumettre aux sessions de fin de l'année 2020 du Conseil de la FAO et des Conseils d'administration du FIDA et du PAM. Rapport du Conseil de la FAO. 163e session, 2-6 décembre 2019. Rome.
[13] FIDA (2020). Programme de travail et budgets ordinaire et d'investissement du FIDA axés sur les résultats pour 2020, budget-programme de travail axé sur les résultats pour 2020 et plan indicatif pour 2021-2022 du Bureau indépendant de l'évaluation du FIDA, et rapports de situation sur l'Initiative PPTE et le SAFP. Document GC 43/L.6/Rev.1, 12 février 2020. https://webapps.ifad.org/members/gc/43/docs/GC43-L-6-Rev-1.pdf.
[14] PAM (2019). Plan de gestion du PAM, Session ordinaire du Conseil d'administration du PAM.18-21 novembre 2019. WFP/EB.2019/5-A/1 https://docs.wfp.org/api/documents/WFP-0000108558/download/.

24. **Portée de l'évaluation.** L'évaluation couvre la période allant de novembre 2016 (date à laquelle le document de 2016 sur la collaboration entre les OSR a été présenté aux organes directeurs) à ce jour. Elle tiendra toutefois compte de la collaboration passée entre les OSR, en particulier entre 2009 (date de la présentation du document d'orientation) et novembre 2016.

25. L'évaluation porte sur la collaboration tripartite et bipartite. Des exemples de collaboration entre deux des OSR avec d'autres organismes des Nations unies pourraient être inclus dans l'évaluation dans la mesure où ces partenariats constituent une partie importante de la collaboration entre les OSR.

26. L'évaluation porte sur les activités menées au titre des quatre piliers de la collaboration, prévues dans le cadre de la collaboration entre les OSR et le protocole d'accord de 2018. Elle met l'accent sur la collaboration au niveau national, car c'est à ce niveau qu'elle devrait en fin de compte avoir un impact sur la vie et les moyens d'existence des populations, conformément aux objectifs du Programme 2030. L'évaluation porte néanmoins également sur les autres piliers de la collaboration entre les OSR.

27. Elle couvre les activités programmatiques et les activités communes des services institutionnels/administrations.

    i) Les activités programmatiques peuvent être classées en trois catégories: stratégies/politiques, opérations/programmes ou sensibilisation/communication, et comprennent:

    - **Des activités particulières à un pays,** par exemple: cadres et analyses stratégiques communs; soutien à l'élaboration et à la mise en œuvre de projets particuliers; assistance technique; production de connaissances; mobilisation de ressources; mise en place de partenariats avec des acteurs extérieurs; programmes ou initiatives conjoints avec le Plan-cadre de coopération des Nations unies pour le développement durable; groupes de travail dans les domaines de la coordination, de la liaison et des technologies.

    - **Des activités régionales et mondiales**: études, conférences, programmes, production de savoirs, activités de sensibilisation et plateformes communes.

    ii) Les activités communes des services institutionnels et des administrations comprennent:

    - la collaboration logistique au niveau des pays;

    - le cadre commun de passation de marchés;

    - les activités communes dans les domaines des ressources humaines, de l'informatique ou de l'administration;

    - la collaboration en matière de suivi, y compris les activités d'évaluation.

28. L'évaluation doit permettre de trouver un équilibre entre les activités programmatiques et les activités communes des services institutionnels/administratifs, y compris la mise en place de services communs à grande échelle. L'équipe d'évaluation devra dresser une cartographie détaillée des activités des OSR et classer par ordre de priorité les activités à évaluer sur la base des travaux initiaux menés aux fins du mandat. Le tableau suivant donne un aperçu des 130 activités conjointes présentées dans les Rapports de situation conjoints sur la collaboration des OSR de 2017 à 2019. Des exemples de ces initiatives conjointes sont présentés à l'annexe 6 du mandat détaillé, par catégorie, niveau et organisme.

Tableau 1
Aperçu des initiatives conjointes (2017-2019)

Catégories de collaboration	Niveau			Organismes			
	Mondial/Siège	Régional	Pays	Tripartite	FAO-PAM	FAO-FIDA	FIDA-PAM
Stratégies/politiques	10	6	6	12	4	1	-
Opérations/programmes	1	4	65	24	34	5	10
Sensibilisation/Communication	22	3	4	21	2	1	-
Services institutionnels/administrations	17	-	-	11	3	2	1
Tous	50	13	74	67	43	9	11

Source: Rapports de situation conjoints sur la collaboration des organisations ayant leur siège à Rome (2017-2019).

29. **Méthode d'évaluation.** L'évaluation se conformera aux normes et critères du Groupe des Nations unies pour l'évaluation. La méthode utilisée garantira rigoureusement la qualité et la crédibilité de l'évaluation. Celle-ci sera axée sur l'utilisation, afin de favoriser l'apprentissage organisationnel et d'éclairer la prise de décision. Elle tiendra compte, à toutes les étapes, des principes relatifs aux droits de l'homme, à l'égalité des sexes et à l'éthique.

30. L'évaluation sera à la fois sommative (évaluation des résultats des activités passées) et formative (évaluation de l'élaboration et des résultats préliminaires des activités en cours). Elle sera tournée vers le futur dans le sens où elle permettra de recenser les enseignements tirés et les bonnes pratiques afin d'éclairer la collaboration future.

31. Les modalités de gouvernance et les mesures d'assurance qualité élaborées aux fins de cette évaluation garantiront l'impartialité du processus d'évaluation.

32. Un examen de l'évaluabilité (voir la section 4.2 du mandat détaillé) mené au cours de la phase préparatoire sous la supervision du Groupe de gestion de l'évaluation a montré que l'évaluation devrait permettre d'obtenir des informations fiables en temps utile afin de faciliter la prise de décision, pour autant que les difficultés en matière d'évaluabilité soient résolues. La portée définitive de l'évaluation sera fixée en fonction de cette évaluabilité.

33. **Questions relatives à l'évaluation.** L'évaluation conjointe portera sur quatre questions clés, auxquelles s'ajouteront un certain nombre de questions connexes qui seront précisées au cours de la phase de démarrage. Une matrice d'évaluation permettra en outre de fournir des informations plus détaillées. Les quatre questions clés portent sur les points suivants: a) pertinence; b) résultats; c) facteurs favorables et défavorables; d) valeur ajoutée de la collaboration.

34. **Question 1. Dans quelle mesure la collaboration entre les OSR contribue-t-elle à la réalisation du Programme 2030?** Cette question clé concerne la pertinence de la collaboration entre les OSR et son alignement sur les programmes, priorités et besoins aux niveaux mondial, régional et national.

    i) Dans quelle mesure la collaboration entre les OSR complète-t-elle et soutient-elle la réforme du système des Nations unies et permet-elle de répondre aux priorités et aux attentes des partenaires aux niveaux mondial, régional et national?

    ii) Dans quelle mesure la collaboration entre les OSR contribue-t-elle à la réalisation des buts et objectifs stratégiques de ceux-ci?

a) Au sein de chaque OSR et à différents niveaux de l'organisme.

b) Entre les OSR (y compris les complémentarités, les chevauchements et les zones grises et les lacunes).

iii) Dans quelle mesure les cadres de collaboration, qui se fondent sur les mandats respectifs et les avantages comparatifs des trois organismes et qui les reflètent, sont-ils ambitieux et transformateurs?

35. **Question 2. Quels sont les résultats positifs, négatifs, escomptés ou non, de la collaboration entre les OSR à ce jour?** L'accent sera mis sur les résultats obtenus, conformément à la théorie du changement qui sera élaborée au cours de l'évaluation. Cette question a pour objet de clarifier les hypothèses de départ et les engagements explicites de la collaboration entre les OSR, ainsi que de déterminer leur degré de concrétisation. L'évaluation produira des résultats fondés sur des données concrètes et permettra de recenser les facteurs ou les conditions permettant de les expliquer de manière plausible, ainsi que des données probantes concernant les résultats, positifs ou négatifs, non escomptés.

i) Quels sont les résultats, les avancées ou les réalisations concernant la mise en œuvre de la collaboration entre les OSR depuis l'adoption du mémorandum OSR de 2016 et du protocole d'accord de 2018?

a) Au niveau mondial.

b) Aux niveaux régional et sous-régional.

c) Aux niveaux national, infranational et local.

36. Dans quelle mesure et de quelle manière les résultats de la collaboration entre les OSR reflètent-ils les questions transversales comme le genre, l'inclusion et l'équité sociales, la protection de l'environnement et d'autres?

37. Quels sont les principaux enseignements tirés de la mise en œuvre de la collaboration entre les OSR et dans quelle mesure celle-ci peut-elle être reproduite, élargie et pérennisée sur le long terme, en particulier dans le contexte post-COVID-19?

38. **Question 3. Quels sont les facteurs qui ont favorisé ou freiné l'efficacité de la collaboration entre les OSR?** Il s'agit de produire des données probantes sur les facteurs clés qui favorisent ou rendent possible une collaboration efficace entre les OSR. Les mesures incitatives et dissuasives existantes ou absentes dans les organismes et aux niveaux mondial, régional et national sont examinées dans cette optique. Il s'agit en outre d'examiner "l'infrastructure de collaboration" qui englobe: la gestion des programmes communs des OSR; les aspects administratifs et les unités/divisions responsables de la planification, de la coordination, du suivi et de l'établissement de rapports sur la collaboration entre les OSR.

i) Quelles sont les valeurs, le positionnement, l'engagement et le soutien des organismes concernant la collaboration entre les OSR qui ont été proposés/élaborés par les administrations des organismes aux niveaux mondial, régional et national?

ii) Quels sont les principaux moteurs et difficultés de la collaboration entre les OSR aux niveaux mondial, régional et national? On retiendra notamment:

a) le système des Nations unies et les mécanismes de coordination à tous les niveaux;

       b)   les engagements et programmes communs dans les domaines de l'aide humanitaire, du développement et du maintien de la paix;

       c)   la dynamique de financement et engagements en matière de ressources respectives;

       d)   les avantages comparatifs et complémentaires nécessaires pour soutenir les systèmes nationaux.

    iii)   Les cadres, outils, stratégies de programmation, modalités opérationnelles, systèmes, processus opérationnels, plates-formes de communication et de savoirs existants dans chaque organisme sont-ils conçus pour promouvoir et soutenir la collaboration entre les OSR dans le cadre de la réalisation de tous leurs objectifs et à tous les niveaux, et en rendre compte de manière cohérente?

39. **Question 4. Quelle est la valeur ajoutée de la collaboration entre les OSR (par comparaison avec les processus et les résultats obtenus isolément par chaque organisme) dans différents domaines et à différents niveaux?** Cette question permettra d'analyser les données et les résultats obtenus en réponse aux trois questions ci-dessus, en examinant plus particulièrement si la collaboration apporte une valeur ajoutée au regard des exigences des parties prenantes externes (pays membres, communautés, ménages et autres partenaires), ainsi que par comparaison à l'efficacité, à l'efficience et à la pertinence d'un organisme unique.

    i)   Dans quelle mesure est-il démontré que la collaboration (par rapport aux activités menées séparément) permet:

       a)   d'améliorer les conditions de vie et les moyens d'existence des ménages et des communautés au niveau des pays;

       b)   de renforcer les capacités des institutions nationales et infranationales et des autres entités et collectivités nationales;

       c)   de produire des informations, des données, des preuves et des connaissances en faveur de la réalisation des cibles de l'ODD2.

40. Quels sont les avantages de la collaboration pour chacun des OSR concernant le positionnement stratégique et l'obtention de résultats à tous les niveaux, par rapport aux mesures prises par un seul organisme?

41. La collaboration entre les OSR se traduit-elle par des économies budgétaires ou des gains d'efficacité? Ceux-ci peuvent-ils être quantifiés de manière fiable? Les avantages de la collaboration excèdent-ils les coûts (financiers, transactionnels, en temps, en matière de réputation ou autres)?

42. **Méthode à suivre.** L'équipe d'évaluation conjointe adoptera une ou plusieurs théories du changement afin d'éclairer l'évaluation. Compte tenu du large éventail de collaborations et de la complexité de la relation tripartite, il sera demandé à l'équipe d'envisager l'élaboration de théories du changement pour différents types de collaboration et à un niveau de détail propre à soutenir de manière significative l'analyse et l'évaluation du personnel chargé de ce travail. Pour ce faire, il faudra procéder à un examen initial des documents, analyser les données disponibles et consulter un échantillon d'informateurs clés. Il conviendra également de valider la/les théorie(s) du changement avec le Groupe de gestion de l'évaluation et un certain nombre de parties prenantes clés. La ou les théories du changement devraient être réactualisées à la fin de l'évaluation, en tant que réalisation majeure.

43. L'évaluation reposera sur les critères de pertinence, de cohérence, d'efficacité, d'efficience et de durabilité, conformément aux critères révisés du Comité d'aide au développement de l'Organisation de coopération et de développement

économiques[15]. Elle suivra une approche méthodologique mixte, intégrant des données qualitatives et quantitatives collectées au moyen de divers outils.

44. Des évaluations de l'efficacité seront effectuées à différents niveaux et pourront porter sur:

- **les activités menées au niveau mondial** – l'infrastructure de collaboration des OSR (efficacité des processus, mécanismes, plates-formes, unités OSR à l'appui de la collaboration entre les organismes);

- **les services institutionnels communs** – accords relatifs à l'hébergement sur le terrain; services informatiques et sécurité informatique; environnement;

- **les activités menées au niveau des pays** – la priorité est donnée aux activités tripartites à long terme – par exemple, le programme quinquennal de renforcement de la résilience en Afrique financé par le Canada et le Programme conjoint sur l'autonomisation économique des femmes rurales;

- **une étude de cas de la collaboration entre les OSR dans la riposte face à la COVID-19** – en vue de s'inspirer de la collaboration dans la réponse à la pandémie mondiale à différents niveaux.

45. L'équipe d'évaluation préparera une matrice d'évaluation détaillée pour guider la collecte et l'analyse des données, effectuera une analyse des parties prenantes et une cartographie des activités de collaboration tripartite et bipartite existantes aux niveaux mondial, régional et national. Elle élaborera en outre une définition claire de la collaboration.

46. L'équipe d'évaluation sélectionnera un échantillon d'activités/programmes pour réaliser une analyse approfondie sur la base des critères suivants:

- collaboration tripartite représentée aux niveaux mondial, régional et national (minimum trois exemples par niveau);

- collaboration bilatérale entre deux des trois organismes (trois exemples de chaque combinaison de deux OSR);

- quatre catégories de collaboration (un exemple de chacune – stratégies/politiques, programme/opérations, sensibilisation/communications, administrative);

- un exemple par pilier (mondial, régional, pays et organisme);

- les activités mises en œuvre depuis au moins trois ans (approche sommative) et celles qui ont débuté l'année précédente (approche formative).

47. Les études documentaires s'appuieront sur un grand nombre de documents provenant des trois organismes, qui porteront notamment sur leurs politiques, leurs plans stratégiques, leurs rapports annuels, leurs budgets, leurs rapports aux organes directeurs, ainsi que sur les audits et évaluations antérieurs. Ces études viseront à:

i) recenser les documents d'orientation stratégiques, de politique générale et opérationnels pertinents, ainsi que les analyses d'informations;

ii) recenser les portefeuilles de projets et programmes de dons pertinents;

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[15] Réseau du Comité d'aide au développement de l'Organisation de coopération et de développement économiques sur l'évaluation du développement. 2019. Des meilleurs critères pour des meilleurs évaluations. Définitions adaptées et principes d'utilisation (https://www.oecd.org/fr/cad/evaluation/criteres-adaptees-evaluation-dec-2019.pdf).

iii) évaluer les informations qualitatives contenues dans les rapports;

iv) évaluer les données quantitatives relatives aux portefeuilles de projets et programmes de dons conjoints préalablement recensés;

v) recenser les projets et programmes conjoints pertinents en vue de leur analyse approfondie.

48. **Entretiens avec des informateurs clés**. Des entretiens semi-structurés seront menés avec la direction et le personnel des OSR à différents niveaux et emplacements, ainsi qu'avec des représentants d'organisations mondiales et régionales. L'équipe chargée de l'évaluation s'entretiendra avec les représentants aux Conseils d'administration, en temps opportun.

49. **Entretiens de groupe ciblés.** Des tables rondes pourront être organisées avec des représentants des trois organismes ou d'un seul organisme, des partenaires et/ou d'autres parties prenantes clés.

50. **Études par pays.** L'équipe d'évaluation mènera des missions sur le terrain lors des phases de lancement et de collecte des données afin i) de vérifier les hypothèses formulées et de valider les outils de collecte de données et la/les théorie/s du changement; ii) de recueillir des données permettant d'élaborer des questions d'évaluation et de valider les hypothèses et les critères de sélection connexes; iii) (au cours de la phase de collecte de données) de recueillir des données précises auprès d'un éventail d'informateurs et de sources.

51. Des visites (en personne ou virtuelles) seront effectuées dans 6 à 10 pays. La priorité sera donnée aux pays dans lesquels est mis en œuvre un large éventail de collaborations entre les OSR, afin de rentabiliser au maximum le temps et les ressources et de pouvoir mieux comparer les projets entre eux. L'équipe d'évaluation déterminera dans le mandat détaillé les critères et les pays retenus.

52. **Enquête électronique.** On envisagera de mener une enquête électronique anonyme permettant de recueillir les savoirs, les points de vue et les expériences des responsables et du personnel des OSR, des experts techniques des administrations publiques, des gestionnaires de projets soutenus par les OSR et des partenaires.

53. Les instruments et méthodes de collecte de données intégreront les questions concernant l'égalité des sexes, ainsi que la prise en compte du handicap et des droits de l'homme.

54. **Planification d'urgence dans le contexte de la COVID-19.** La méthode d'évaluation tient compte de la COVID-19. La collecte de données est effectuée en limitant les déplacements, dans le cas où les conditions de sécurité ne s'amélioreraient pas, et se fonde sur le principe de "ne pas nuire".

IV. Processus d'évaluation

55. **Phases et résultats attendus.** L'évaluation est menée en cinq phases, le calendrier global s'étendant de février 2020 à décembre 2021 (voir tableau 2). Le calendrier détaillé figure à l'annexe 1 du mandat complet.

Tableau 2
Calendrier proposé et résultats prévus pour 2020-2021

Phases	Fév. - juil. 2020	Août 2020 - janv. 2021	Fév. - mars 2021	Avril - sept. 2021	Sept. - déc. 2021	Résultats prévus
Phase 1. Préparation • Mandat, consultation des parties prenantes, identification de l'équipe d'évaluation et passation des marchés	X					• Protocole d'accord • Mandat • Document d'orientation (FIDA)
Phase 2. Lancement • Réunion d'information de l'équipe d'évaluation • Lancement		X				• Rapport initial
Phase 3. Collecte des données • Examen des données et des documents, travaux sur le terrain			X			• Comptes rendus par pays • Comptes rendus au siège
Phase 4. Présentation de rapport • Projets de rapports • Observations et modifications				X	X	• Rapport d'évaluation, projet/final • Résumé du rapport d'évaluation, projet/final
Phase 5. Exposé • Groupe consultatif de haut niveau • Réunion d'information conjointe informelle • Réponses du Conseil d'administration, des comités de programme et d'évaluation et de la direction					X	• Version finale du rapport d'évaluation[16] • Oct. 2021 • PAM/FAO - Nov.; FIDA - Déc.

56. **Équipe d'évaluation.** Une entreprise d'évaluation indépendante sera sélectionnée à l'issue d'un processus de recrutement concurrentiel grâce à l'expérience et à l'appui du PAM[17]. Le Groupe de gestion de l'évaluation sélectionnera en dernier lieu l'entreprise après approbation par le comité directeur. Le Bureau de l'évaluation du PAM établira le contrat avec l'entreprise.

57. **Risques et stratégies d'atténuation.** À ce stade, la pandémie de COVID-19 constitue le plus grand obstacle à la réalisation de l'ensemble de l'évaluation d'ici le 31 décembre 2021, puisqu'on ignore à quelle date les restrictions de voyage seront levées. Face à cette situation, il a été décidé que les réunions d'information et les entretiens prévus pour la phase de lancement seraient

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[16] Le rapport d'évaluation final pourrait être présenté conjointement lors de la cinquième réunion informelle commune annuelle des trois organes directeurs des OSR.
[17] Le Bureau d'évaluation du PAM a mis en œuvre un processus formel de passation de marchés afin d'établir des accords à long terme avec un large éventail d'entreprises d'évaluation indépendantes et qualifiées. Ces entreprises ont été invitées à répondre à l'appel d'offre.

menés à distance. En ce qui concerne l'étape principale de collecte de données, les entretiens seront menés à distance tant que les restrictions de voyage resteront appliquées. L'évaluation reposera en outre sur des enquêtes en ligne. Les études de cas par pays seront réalisées sur la base de rapports et d'entretiens à distance si les déplacements ne sont pas possibles et qu'il est possible d'obtenir des informations complémentaires.

58. La réalisation de l'évaluation pourrait s'avérer délicate, dans la mesure où elle porte sur la question importante des mandats et des limites organisationnelles. Il est donc essentiel que les principales parties prenantes soient déterminées dès le départ et consultées tout au long de l'évaluation. Il sera essentiel d'assurer la transparence et une communication régulière au sujet de l'évaluation pour éviter toute réaction inattendue au moment de la présentation du projet de rapport final. Il faudra veiller à ce que les principales parties prenantes soient associées au processus dès le début de celui-ci afin de favoriser une meilleure mise en œuvre des recommandations de l'évaluation. Le fait de faire appel à une entreprise d'évaluation externe renforcera l'indépendance et la crédibilité de l'évaluation.

Full Terms of reference: Joint evaluation on collaboration among the UN Rome-based agencies

Joint Evaluation on collaboration among the United Nations Rome-based Agencies

Terms of Reference

Contents

1. Background

1.1 Introduction

1.   Corporate or strategic evaluations provide organizations with an opportunity to assess and take stock of what has been achieved at the organizational level against their objectives. They provide opportunities for learning what works, the conditions that enable successful interventions, and looking ahead, what can be done to improve the effectiveness and efficiency of the organization in delivering results.

2.   The evaluation offices of the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD) and the United Nations World Food Programme (WFP), as part of their approved programmes of work for 2020-2021 are undertaking an independent, joint evaluation on collaboration among the United Nations Rome-based agencies (RBA).[18] These Terms of Reference are for this joint evaluation.

3.   The Terms of Reference have been prepared following a document review and consultation with stakeholders in the three agencies at global, regional and country levels (see Annex 2 for the list of stakeholders interviewed). An external evaluation consultant prepared the Terms of Reference, with oversight from the Evaluation Management Group (EMG) established for this evaluation represented by Senior Evaluation Officers from the respective evaluation offices.

4.   The purpose of the Terms of Reference is to provide the framework for the scope, approach, methodology, management and governance of the evaluation. It will provide key stakeholders with information about the evaluation and will serve as the basis for the recruitment of an independent evaluation firm to develop proposals for the conduct of this joint evaluation.

5.   The Terms of Reference are structured as follows:

- Chapter 1 provides information on the background and context of the evaluation;
- Chapter 2 discusses the rationale and objectives of the evaluation, and identifies the stakeholders and users of the evaluation;
- Chapter 3 gives an overview of RBA Collaboration (the subject of the evaluation) and defines the scope of the evaluation;
- Chapter 4 discusses the methodology and approach, and frames the key evaluation questions;
- Chapter 5 discusses how the evaluation will be organized; and,
- Chapter 6 sets out the risks inherent in implementing the evaluation and mitigation strategies.

1.2 Context

United Nations Rome-based Agencies

6.   Rome hosts three UN agencies with mandates related to food security and agriculture. FAO and IFAD are specialized UN agencies funded by their own respective Member States who form their different governing bodies. WFP is the leading operational arm of the United Nations system for the provision of food assistance and a member of the United Nations Development Group with its own Executive Board of Member States. In addition to the different mandates and strategic objectives of FAO, IFAD and WFP outlined below, the three agencies also have different governance structures, programmatic specificities and instruments to support them.

7.   FAO is a specialized agency of the United Nations founded in 1945 with the mandate to:
i) facilitate, promote and support policy dialogue and partnerships at all levels; ii) analyse, monitor

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[18] The respective Governing Bodies of IFAD and FAO requested this evaluation.

and disseminate data and information; iii) support the development and implementation of normative instruments including international agreements, codes of conduct, and technical standards; and iv) advise and support capacity development at the country and regional levels to prepare, implement, monitor and evaluate evidence-based policies, investments and programmes (including technical assistance to Governments and partners such as other UN agencies). The Organization has a comprehensive network of decentralized offices giving it a long-term country presence. FAO also has a humanitarian mandate, providing emergency assistance and supporting the resilience of livelihoods in disaster and crisis situations. Currently the emergency and resilience portfolio represent over half of the FAO field program.

8.   IFAD is the only United Nations specialized agency and international financial institution focusing exclusively on reducing poverty and food insecurity in rural areas through agriculture and rural development and by working with rural organizations and communities. Established in 1977, IFAD has provided investment vehicles for governments, other development partners and the private sector to benefit smallholder farmers, pastoralists, artisanal fishers and other rural people. IFAD's financing in the form of loans and grants are for programmes aligned with countries' development strategies. IFAD contributes to shaping national policies and generates knowledge and policy advice to assist countries in reducing poverty in rural areas by supporting inclusive and dynamic rural transformation.

9.   WFP is the leading humanitarian organization addressing the challenges of global hunger and nutrition. While WFP's mandate clearly articulates humanitarian and development responsibilities, the organization calls for the prioritization of emergency, life-saving and development-enabling work that benefits the poorest and most marginal people. Established in 1961 by FAO and the UN General Assembly, it offers common services in humanitarian settings, including procurement, logistics, engineering and information technology connectivity solutions. WFP operates in volatile situations, such as conflict and following natural disasters; emergency preparedness and risk management; humanitarian-development joint needs assessment and combined data analysis; and purchasing power and supply chain capabilities that strengthen national markets and capacities.

10.   The country and regional presence varies considerably between the three agencies. See Annex 8 for a mapping of countries where each of the agencies is implementing programmes.

UN RBA collaboration past and present

11.   Collaboration among the UN Rome-based Agencies has been on the agenda of the respective agency Governing Bodies for several years, with the drive for collaboration intensifying around global challenges such as the food crisis of 2008 and the 2030 Agenda on Sustainable Development.

RBA collaboration 2009-2015

12.   In 2009[19], FAO, IFAD and WFP developed a joint document "*Directions for Collaboration of the Rome-Based Food Agencies*".[20] The document presents a strategic approach to collaboration that goes beyond response to an immediate crisis and considers longer-term priorities for joint action. The collaboration strategy sought to strengthen RBA capacities in providing guidance and support to the international community and to countries in the achievement of the Millennium Development Goals (MDG), especially MDG1.

13.   While the "*Directions*" document did not define "collaboration", it articulated principles (Box 1), specified a four-pillar framework for further collaboration and listed expected outcomes of

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[19] In 2007, the Executive Boards of WFP and IFAD urged the RBA's to *"undertake a joint document on the directions that future purpose-driven operational partnerships could take at the global, regional and country levels."* This was instigated by an IFAD evaluation in 2005 indicating that IFAD needed to work in partnership with the other Rome-based Agencies, and the 2007 Independent External Evaluation of FAO call for an organization-wise strategy on partnerships, including elements for the renewal of partnerships with the UN system and the Rome-Based Agencies in particular.

[20] FAO. 2009. "*Directions for Collaboration of the Rome-Based Food Agencies*", presented to the 137th session of Council, Rome, 28 September – 2 October 2009, CL 137/INF/10.

the joint collaboration presented below. In addition, collaboration was classified into four categories: i) agricultural investment; ii) policy formulation, capacity building, knowledge management and advocacy; and iii) emergency and rehabilitation, including risk management; iv) administration.

Box 1: Principles agreed to by the three agencies to guide their collaboration

    i.   Partnerships are an integral part of the mandates of the three agencies;

    ii.   Partnerships is not an end in itself; rather, it is a means for greater synergy, effectiveness and efficiency;

    iii.   A proactive approach is taken in learning from experiences in partnerships;

    iv.   Collaboration is pursued in the context of United Nations System-wide coherence; and,

    v.   Collaboration is driven by country-level processes.

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14.   The framework for collaboration identified the areas of engagement as follows:

    i.   *Policy*: Strengthening collaboration on policy development and advice to governments and in mapping needs and monitoring systems. Prioritising areas where joint strategic programming is possible.

    ii.   *Operations*: Continuously strive to improve the efficiency and effectiveness of operations on the ground through, for example, joint operational activities at regional, country and local level.

    iii.   *Advocacy and communication*: A framework for collaboration on communication and advocacy that encourages the three agencies to align their messages and resources on priority thematic areas in international fora.

    iv.   *Administrative collaboration*: Expanding into areas where shared administration and management services are practical and make financial sense.

15.   The expected outcomes of collaboration as set out in the "*Directions*" document were:

    i.   Strengthened national and international policy development, implementation and access to information;

    ii.   More effective participation and advocacy in international fora and the creation of globally recognised tools and frameworks;

    iii.   Improved mobilisation of resources and overall performance, increased capacity to operate in multidisciplinary contexts; and

    iv.   Increased effectiveness and efficiency savings.[21]

16.   The "Directions" document called for the three RBAs to develop an action plan for achieving the outlined objective. While no action plan was developed, annual and ad hoc meetings were held among the leadership of the RBAs to share information on RBA collaboration.

17.   In 2015, IFAD prepared a position paper on "*Collaboration of United Nations Rome-based agencies*"[22] that reflected on the challenges posed by the post-2015 development agenda and the unique opportunity that Rome-based agencies had to respond to these challenges. There was also a high-level technical seminar jointly organised by the RBAs on "Enhancing the evaluability of Sustainable Development Goal 2: End hunger, achieve food security and nutrition, and promote sustainable agriculture in November 2015". This was one of the first examples of a joint approach to evaluability of one of the SDGs.

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[21] Ibid, para #7
[22] IFAD. 2015. "*Collaboration of the United Nations Rome-based agencies. IFAD perspective – Position Paper*", 2015. https://webapps.ifad.org/members/eb/115/docs/EB-2015-115-R-23.pdf

RBA collaboration 2016 to the present

18.   In November 2016, the RBAs jointly published a paper, "*Collaboration among United Nations Rome-based Agencies: Delivering on the 2030 Agenda*", which builds on the 2009 "*Directions*" document. This document drew on internal and external reviews and evaluations, direction from Member States, and the experiences, good practices and lessons learned at country, regional and global levels.[23] Annual progress reports relating to the commitments made in the 2016 paper have been presented formally to the Governing Bodies of the three agencies since 2017.

19.   The *2016 RBA Collaboration paper* posits a common vision (SDG2) of ending hunger and malnutrition and promoting sustainable agriculture and rural transformation through holistic approaches. The focus is on SDG2 but set within the broader context of the other 16 Sustainable Development Goals. It recognizes that each agency has distinctive strengths and comparative advantages that can be leveraged for greater effectiveness in supporting the achievement of these goals – more effectively together than working in isolation of one another. The paper reiterates the guiding principles of collaboration set out in the 2009 "*Directions*" document.

20.   The *2016 RBA Collaboration Paper* identified four pillars of collaboration listed below. Select examples of activities that fall under these four pillars of RBA collaboration can be found in Annex 5.

- Working together at the country and regional level[24]
- Cooperating at the global level[25]
- Collaborating on knowledge and themes[26]
- Joint corporate services[27]

21.   The *2016 RBA Collaboration paper* acknowledges the systemic and structural challenges to collaboration, including the distinct governance structures, different government counterparts, funding cycles, business models, levels of decentralization and organizational cultures.

22.   On 6 June 2018, the three Rome-based Agencies signed a five-year tripartite *Memorandum of Understanding* (MoU) that sets out the objectives, principles and areas of collaboration agreed to by the three agencies. The objective of the MoU is to enhance collaboration, coordination and synergies among the three agencies at global, regional and country levels to play a more strategic role in supporting Member States with the implementation of the 2030 Agenda for Sustainable Development, specifically SDG2, "End hunger, achieve food security and improved nutrition, and promote sustainable agriculture". A second objective of the MOU is to avoid unnecessary overlap and, perceived and actual competition, and duplication of work. The MoU seeks to ensure that intentions and commitments on partnership and collaboration articulated at headquarters translate into concrete collaboration at country, regional and global level.[28]

23.   The MoU reiterates the principles of collaboration set out in the 2016 RBA Collaboration paper. It further emphasizes the RBA partnership as a strategic priority and the need to leverage the comparative advantages of the respective agencies and includes two general principles for collaboration.

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[23] FAO, IFAD, WFP. 2016. "*Collaboration among the United Nations Rome-based Agencies: Delivering on the 2030 Agenda'*, 30 November 2016.

[24] This entails regional teams developing processes to enable new opportunities for collaboration and projects to be replicated or scaled up as well as country teams meeting regularly in line with UN country team and coordination mechanisms to agree on complementary roles and inform each other of strategic and programmatic plans.

[25] To ensure coordinated RBA approach to advancing the food security and nutrition agenda at major global policy fora. Joint support of the Committee on Food Security and joint preparation of the State of Food Insecurity in the World (SOFI) are included under this pillar.

[26] Such as resilience, climate change, financial inclusion, value chain approaches for nutrition, South-South and triangular cooperation, food security information, gender, and food losses and waste.

[27] Joint corporate services at HQ and in the field, sharing common office premises, and joint activities in evaluation, audit, investigation, finance and administration.

[28] FAO, IFAD and WFP. 2018. Memorandum of Understanding between Food and Agriculture Organization of the United Nations (FAO), International Fund for Agricultural Development (IFAD) and World Food Programme (WFP), p.4

Box 2: General principles for collaboration

Reciprocal exchange of expertise: Each Party is expected to respect the leadership of the other in areas of comparative advantage with reference to respective mandates.

Mutual engagement: The 2030 Agenda reflects an ambitious and comprehensive approach to food and agriculture and requires the Parties to work together from the initial stage of discussions with national governments and UN country teams, ensuring that their collective views are reflected in national planning processes. Each Party will endeavour to invite the other Parties to participate in global, regional country-level forums or discussions regarding SDG2 or relevant thematic areas, thereby enhancing opportunities for collaboration and constructive input.[29]

Source: 2018 RBA MoU

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24.   The MoU sets out areas for collaboration at country, regional, global levels and corporate services.[30]

25.   *Collaboration at country level*: The MoU proposes that existing collaboration be enhanced and scaled up in areas of joint formulation of outcomes and programmes, joint food security assessments, and interaction in thematic groups, capacity development, resilience initiatives, and emergency preparedness and response operations. The MoU commits the Parties to document and disseminate good practices on collaboration at country level to facilitate the uptake by other country offices. At country level, the Parties commit to systematically consult and engage with the other parties when embarking on major country programming exercises, namely, FAO's Country Programming Framework, IFAD's Country Strategic Opportunities Programme and WFP's Country Strategic Plans. The MoU commits the Parties to joint efforts in: (i) data and analysis to contribute to a common understanding of country contexts, needs and capacities; (ii) accountability and reporting - promoting the principle of joint accountability for collective outcomes, and a joint reporting mechanism to measure progress towards achieving collective outcomes for specific joint initiatives; and (iii) costing collective outcomes with the Parties working together to develop new outcome-based financing approaches.

26.   *Collaboration at regional level:* The Parties commit to ensure that regional strategies, programmes and activities are aligned with the global level RBA framework and strategy, as well as with Governments' commitments to achieve the SDGs. The MoU encourages the Parties to identify opportunities for joint/complementary projects, use each other's resources geographically and thematically, and sharing knowledge.

27.   *Collaboration at global level*: The Parties commit to seeking synergies on key global initiatives using strategic dialogue and joint communications and raising awareness. The Parties also commit to maintaining the joint RBA website.[31]

28.   *Collaboration on corporate services*: The MoU commits the Parties to continue to collaborate in the area of corporate services in line with sound fiduciary and financial management principles. Collaboration on corporate services is subject to the availability of resources, consistency with each Party's legal requirements and the decisions of their respective governing bodies.

29.   The MoU makes provision for the monitoring and reporting of progress on RBA collaboration. The Parties commit to annual reporting from their country offices to their respective regional offices,

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[29] Ibid
[30] Ibid
[31] The "Zero Hunger - Working together to achieve a world without poverty and hunger by 2030" website [https://zerohunger.world/web/guest/home] was established in 2016 as a joint UN Rome-based agencies website to share news, documents, events, videos and photos on joint initiatives to eradicate hunger and malnutrition.

regional hubs, and regional bureaux and headquarters on the joint achievements and challenges, and significant issues that may arise during the reporting period. The Parties are required to convene high-level meetings twice a year to discuss results and significant emerging issues. In addition, the RBA Senior Consultative Group comprising senior staff of the Parties, is expected to meet three times a year to review the overall implementation of joint activities and address major strategic, operational or policy issues.

30.   In 2019, the Rome-based Agencies developed an action plan to operationalize the main provisions of the MoU. The Joint RBA Action Plan 2019-2020 is a rolling two-year plan that is updated annually. The RBAs agreed that the concrete activities and outputs in the Action Plan will serve as a basis for the joint annual progress report on RBA collaboration and will be monitored by RBA focal points. Furthermore, the Action plan is an internal RBA management working document that is utilized to guide and further strengthen the collaboration among the agencies. It sets out the main activities and outputs, delivery dates, lead organization and support organization for these activities and outputs at the country, regional and global and thematic levels, as well as collaboration on corporate services.

Context of UN Reform

31.   Collaboration among Rome-based Agencies should also be seen in the broader context of past and current reforms of the United Nations calling for greater collaboration among United Nations agencies and system-wide coherence. Collaboration between FAO and WFP often takes place in the framework of the Inter-Agency Standing Committee, the longest-standing and highest-level humanitarian coordination forum of the UN system. At country level, the two agencies work together with other United Nations agencies, and others to deliver effective and coordinated responses that save lives and enhance livelihoods through the Food Security Cluster. Bilateral collaboration between FAO and WFP also includes joint resilience programming for nutrition sensitive interventions; analysis and monitoring (Early Warning, climate analysis, food security and livelihoods assessments) and studies/researches. While RBA collaboration is central to enhanced system-wide coherence, it is also recognized that partnership goes beyond the three agencies, and the RBAs must also continue to leverage partnerships with other development actors such as with other UN entities, the private sector, civil society, IFIs and others to meet the SDGs – for example, WFP with UNHCR and UNICEF; IFAD with the World Bank and other IFIs.

32.   Recent UN reform efforts have included the development of an UN Sustainable Development Cooperation Framework[32] at country level, which is based on the principles of: an integrated and multi-dimensional programming approach in line with the 5Ps of the 2030 Agenda – people, prosperity, planet, peace and partnerships; leaving no one behind; human rights-based approach to development; gender equality and women's empowerment; sustainability; and, accountability. The new Cooperation Frameworks are rooted in four key objectives:(1) must clearly articulate the United Nation's collective response to help countries; (2) must embody the spirit of partnerships; (3) must help turn our collective promise to leave no one behind; (4) must provide UN country teams with the tools to tailor responses to a Member State's specific needs and realities.[33]

2. Reasons for the Evaluation

2.1 Rationale

33.   Collaboration among the Rome-based Agencies has evolved over the past decade, mainly in response to repeated calls from the Governing Bodies to strengthen collaboration. The joint annual

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[32] General Assembly resolution 72/279 elevates the United Nations Development Assistance Framework (now renamed the United Nations Sustainable Development Cooperation Framework) as "the most important instrument for planning and implementation of the UN development activities at country level in support of the implementation of the 2030 Agenda for Sustainable Development (2030 Agenda)."
[33] UNSDG. The Cooperation Framework. https://unsdg.un.org/2030-agenda/cooperation-framework

progress reports (2017-2019) presented to Governing Bodies demonstrate that collaboration indeed is happening at the global, regional and country levels. To date, however, there is no evaluation of this collaboration that can provide credible evidence of the contribution of the RBA's collaborative efforts towards the achievement of the 2030 Sustainable Development Goals and assist in understanding the conditions necessary for effective collaboration among the Rome-based Agencies. The joint evaluation of RBA collaboration was requested by the Governing Bodies of IFAD and FAO, and approved by WFP's Executive Board:

- At its 127th Session, FAO's Programme Committee approved OED Indicative Rolling Workplan 2020-2022 including the joint evaluation of RBA collaboration. Subsequently, the FAO Council stated its interest in further discussion on RBA collaboration within the repositioning of the UN development systems and on progress made in strengthened partnerships and collaboration in strategic, administrative and financial areas.[34]

- IFAD's IOE included a joint evaluation of RBA collaboration in its Results-based Work Programme 2020[35] following consultations with IFAD Management and governing bodies that highlighted the importance of RBA collaboration in achieving the targets of SDG2. This evaluation addresses the recommendation to evaluate the collaboration among the UN RBAs from IOE's 2018 *Evaluation Synthesis Report on Building Partnerships for Enhanced Development Effectiveness*. IFAD's Executive Board approved the Programme of Work of IOE during its 128th session in December 2019.

- WFP's Director of Evaluation included the joint evaluation of RBA collaboration in the OEV Work Plan for 2020-2022 which was approved by the WFP Executive Board at its Second regular session 18-21 November 2019.[36]

2.2 Objectives of the evaluation

34.   The joint evaluation serves the dual purpose of accountability of the RBAs to their respective Governing Bodies, and for organizational learning in the respective agencies. The specific objectives of the evaluation are:

i.   To assess whether and to what extent collaboration among the Rome-based Agencies is contributing to the achievement of 2030 Agenda for Sustainable Development, particularly at the country level;

ii.   To assess the approach to collaboration among the RBAs as set out in the 2016 Collaboration Paper and more recently in the 2018 MoU, including the accompanying action plan and other processes and mechanisms established to date.

iii.   To generate evidence on the enablers and constraints to effective collaboration among the Rome-based Agencies.

iv.   To identify lessons learned and good practices in tripartite and bipartite collaboration that can be used to enhance the effectiveness and efficiency of collaboration among the Rome-based Agencies, and potentially improve joint resource mobilization particularly at the country level.

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[34] The Council further "…requested FAO, together with WFP and IFAD to provide a first assessment regarding the feasibility of integrating administrative functions, and greater collaboration in some oversight functions to be submitted to the 2020 end-of-year sessions of the FAO Council and Executive Boards of IFAD and WFP for collaboration". FAO. 2019. Report of the Council of FAO. Hundred and Sixty-third Session, 2-6 December 2019. Rome.
[35] IFAD.2020. IFAD's 2020 results-based programme of work and regular and capital budgets, the IOE results-based work programme and budget for 2020 and indicative plan for 2021-2022, and the HIPC and PBAS progress reports. Document GC43/L.6/Rev1, 12 February 2020. https://webapps.ifad.org/members/gc/43/docs/GC43-L-6-Rev-1.pdf
[36] WFP.2019.WFP Management Plan. Executive Board Second Regular Session 18-21 November 2019. WFP/EB.2019/5-A/1 https://docs.wfp.org/api/documents/WFP-0000108558/download/

v. To make recommendations on the future strategic direction of collaboration among the Rome-based Agencies.

2.3 Stakeholders of the Evaluation

35.   A detailed stakeholder analysis will be conducted during the inception phase of the evaluation. The following is a provisional list of main stakeholders in the evaluation.

36.   *Governing Bodies*: The Governing Bodies of the Rome-based Agencies are key stakeholders of the evaluation. They have an interest in the collaboration agenda and have over the years pushed for better collaboration among the Rome-based Agencies. The evaluation will provide them with evidence to make informed decisions about enhancing collaboration to contribute to the achievement of the 2030 Agenda for Sustainable Development.

37.   *Management*: The Executive Management of the Rome-based agencies, as the leaders of their respective organizations who set the tone and strategic direction of collaboration are key stakeholders. Their views on the current state of collaboration and how they see the future are important for the evaluation. The evaluation will provide them with evidence to make informed decisions about enhancing collaboration to contribute to the achievement of the 2030 Agenda for Sustainable Development.

38.   *Headquarters*: The divisions at headquarters of the three Rome-based Agencies will be important sources of information for the evaluation, not only global and thematic collaboration, but also in relation to regional and country-level collaboration. The list of stakeholders is large and their interests diverse, and will have to be analysed further as part of the stakeholder analysis in the inception phase.

39.   *Regions[37]:* The regional hubs/offices (and sub-regional hubs/offices) of the Rome-based Agencies play an important role in ensuring that strategies, programmes and activities at the regional and country level are aligned with the global level, and that opportunities for collaboration (project programming and formulation and information sharing) are utilized.

40.   *Country-based Programmes*: A large proportion of collaboration processes (as recorded by WFP[38] and in the 2009 paper) takes place at the country level. The country teams and offices responsible for country programmes/Country Strategic Plans are primary stakeholders and sites for data collection on operationalizing collaboration. Their exposure to the practicalities (and challenges) in collaboration is relevant for the evaluation.

41.   *National partners:* Collaboration is not an end in itself and country governments should benefit from the collaborative efforts of the Rome-based Agencies. The views of country governments and other national partners, including institutions and partners at the sub-national level, on the relevance, effectiveness and efficiency of collaboration are important for the evaluation.

42.   *Programme and project participants/beneficiaries*: Participants, such as farmers' associations, and beneficiaries have a stake in the quality/effectiveness of collaboration. Results relevant to beneficiaries of projects/programmes involving Rome-based Agencies' collaboration can indicate whether it makes a difference to the intended beneficiaries.

43.   *Other UN agencies*: United Nations agencies at country level are stakeholders that should be considered in this evaluation. They have an interest in the Rome-based Agencies' contribution to the Common Country Assessment and the process of developing the United Nations Sustainable Development Cooperation Framework. Some agencies collaborate with one or more of the Rome-

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[37] A mapping of the regions as defined by IFAD, FAO and WFP is in Annex 6.
[38] WFP. 2016. Update on Collaboration Among Rome-based Agencies: A WFP perspective 2015-2016

based Agencies. Other UN agency members of the Inter-Agency Standing Committee are also key partners of WFP and FAO.

44.   *International Development Cooperation and Humanitarian Aid Partners (Donors)*: Donors play a critical role in collaboration among Rome-based Agencies as their rules (including funding modalities, reporting requirements), priorities and preferences can facilitate collaboration or inadvertently undermine collaborative efforts. Engaging donors (traditional and emerging donors) as stakeholders of the evaluation will be necessary. This engagement should cover the capitals of donor countries and the countries where funding is deployed.

45.   *Other partners*: Civil society, research centres, farmers' organizations and the private sector are important partners in the achievement of the 2030 Agenda for Sustainable Development. The respective Rome-based Agencies have a range of partners at global, regional and country level, and in instances have common partners. The views of partners on collaboration would be useful for the evaluation. The results of the evaluation may be of interest to partners, especially those who work with two of the Rome-based Agencies.

3. Subject of the Joint Evaluation

3.1 RBA Collaboration Framework

46.   Section 1.2 of the TOR outlined RBA collaboration from 2009 to the present, and how RBA collaboration has evolved over the period. It is evident from section 1.2 that RBA collaboration assumes different forms – tripartite collaboration (three RBAs) or bipartite collaboration (two RBAs); is pursued at different geographic levels (global, regional, country), and covers strategic/programmatic/thematic issues as well as joint corporate services/administration matters. The collaboration may also include other UN agencies.

47.   Various documents have guided RBA collaboration over time. The 2018 Tripartite Memorandum of Understanding, as the formal agreement of the three agencies to work together, will serve as the primary guiding document for the joint evaluation. The *2016 RBA Collaboration* paper that informed the MOU and provided the detailed rationale for RBA collaboration will complement the 2018 MOU.

48.   The pillars of RBA collaboration as set out in the 2018 MOU provide the framework for structuring collaboration and monitoring and reporting progress on RBA collaboration. Figure 1 captures the main elements of the RBA collaboration framework. It illustrates the pillars of collaboration, the enablers of collaboration, for example, agencies' mandates, and the governance structures for RBA collaboration. The framework also identifies the broader context in which RBA collaboration takes place, including the United Nations reform agenda, the 2030 Agenda for Sustainable Development, and national and regional contexts and priorities. Neither the 2018 MOU nor the 2016 RBA Collaboration paper on which the MOU is based, included an explicit theory of change. The RBA collaboration framework as illustrated in Figure 1 may serve as a starting point for the evaluation team to develop a theory of change for RBA collaboration.

Figure 2 - Framework of Rome-based UN Agency Collaboration
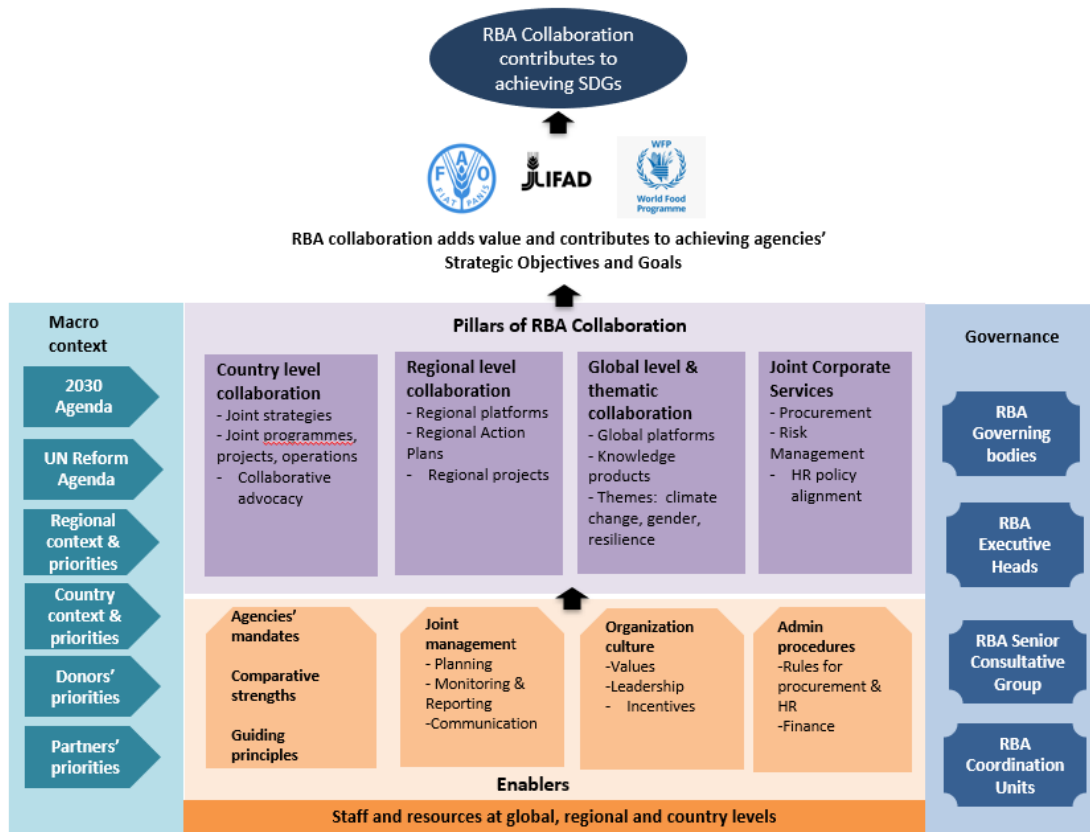
3.2 Scope of the Joint Evaluation

49.   The evaluation will cover the period November 2016 (when the 2016 *RBA Collaboration paper* was presented to the Governing Bodies) to the present. It will however take into consideration the history of collaboration among the Rome-based Agencies, in particular, the period 2009 (when the '*Directions Paper'* was presented) to November 2016.

50.   The evaluation will cover tripartite and bipartite collaboration. Examples of collaboration between two of the Rome-based Agencies with other United Nations agencies may be included in the evaluation to the extent that they form an important part of the RBA collaboration. For example, FAO and WFP working jointly with UNICEF in a resilience intervention would fall within the scope of the evaluation. IFAD-FAO partnership on investment is another example of bipartite collaboration falling under the scope of this evaluation. IFAD's bipartite collaboration with another agency, for example, UNIDO, would not.

51.   The evaluation will cover activities under the four pillars of RBA collaboration as set out in the RBA collaboration framework and the MoU (2018). Interviews with key informants (Annex 2) emphasized the need to focus on collaboration at country level, as this is where collaboration should ultimately impact on the lives and livelihoods of people and in line with expectations set by the SDGs and 2030 Agenda. The focus on the country level, however, is not to the exclusion of the other pillars of RBA collaboration. A typology of collaborations will be developed during the inception phase based on levels and modalities of engagement.

52.   The evaluation will cover programmatic and joint corporate services/administrative activities.

   i.   Programmatic activities can be categorized as strategic/policy, operations/programmes or advocacy/communications and include:

- **Country-specific activities** (for example, joint strategies, frameworks and analysis, support to specific project design and implementation, technical assistance, knowledge products, joint resources mobilization, joint partnership development with external stakeholders, common programmes or common initiatives with the UNSDCF, coordination, clusters and technical working groups)

- **Regional and global activities** (for example, studies, conferences, programmes, knowledge products, guidelines and tools, joint advocacy and platforms)

ii. Joint Corporate Services/Administrative activities include:

- Logistic collaboration in countries
- Common procurement framework
- Procurement to common initiatives in addition to human resources, IT or administration
- Collaboration on oversight functions, including evaluation activities

53.   It will be necessary to strike an appropriate balance between the programmatic activities and joint corporate services/administrative activities to be evaluated. The annual progress reports (2017-2019) show that the majority of RBA collaboration activities are programmatic, and it is therefore appropriate to focus on programmatic activities. Key informants interviewed confirmed the focus of the evaluation on programmatic activities. The evaluation will also cover large-scale joint corporate services. The evaluation team will be required to finalise a detailed mapping of RBA activities to prioritize the activities to be evaluated based on initial work done for these Terms of Reference. The following table presents only a sample of the 130 joint initiatives presented in the RBA Joint Annual Progress Reports from 2017 to 2019 by various categories. Examples of these joint initiatives are presented in Annex 6 by category, level and agencies.

Table 1 - Mapping of Joint Initiatives Sample (2017-2019)

Categories of Collaboration	Level			Agencies			
	Global/ HQ	Regional	Country	Tripartite	FAO-WFP	FAO-IFAD	IFAD-WFP
Strategic/ Policy	10	6	6	12	4	1	0
Operations/ Programmes	1	4	65	24	34	5	10
Advocacy/ Communications	22	3	4	21	2	1	0
Corporate Services/ Administrative	17	0	0	11	3	2	1
ALL	50	13	74	67	43	9	11

Source: RBA Joint Annual Progress Reports (2017-2019).

4. Evaluation Approach, Questions, and Methodology

4.1 Overview of Evaluation Approach

54.   The evaluation will comply with the UNEG Norms and Standards for Evaluation (2016). This is an independent evaluation and the Evaluation Team is required to adopt a rigorous evaluation approach to ensure the quality and credibility of the evaluation. The evaluation will be utilization-

focused, contributing to organizational learning and informing decision-making. The Evaluation Team will ensure that the principles of human rights, gender equality and ethics are integrated into all stages of the evaluation.

55.   It is expected that the evaluation will be both summative (evaluating the results of past interventions) and formative (evaluating the design and preliminary results of current interventions). It should also be forward-looking, documenting lessons learned and good practices to inform future collaboration.

56.   The evaluation will be theory-based, and the Evaluation Team is expected to develop a theory of change at the inception phase, and update this as an output at the end of the evaluation. The evaluation will place emphasis on the criteria of relevance, coherence[39], effectiveness, efficiency and sustainability.

57.   Key stakeholders at global, regional and country levels have expressed support for the evaluation and will ensure that the Evaluation Team has access to staff and information. They will also facilitate access to external stakeholders, where appropriate. The current COVID-19 pandemic will impact on the availability of staff and stakeholders (discussed further under section 6 of the Terms of Reference).

58.   The governance arrangements and quality assurance processes developed for this evaluation will ensure that the evaluation process is impartial.

4.2 Evaluability Assessment

59.   UNEG Standard 4.2 on evaluability states the necessity to assess whether an evaluation is able to provide timely and credible information for decision-making by verifying if the intent of the subject to be evaluated is clear; whether sufficient data are available or can be collected at a reasonable cost; and whether there are no factors that may undermine an impartial evaluation process.[40]

60.   The collaboration framework as presented in the 2016 *RBA Collaboration paper* is activity- and process-focused and does not set out clearly the outputs, outcomes or impact pathways. The Joint RBA Action Plan 2019-2020 contains a mixture of activities and outputs. This plan is a starting point for developing a theory of change, along with the framework of RBA collaboration shown in Figure 1 above. The Action Plan, however, does not contain performance indicators. The evaluation team is expected to develop a Theory of Change during the inception phase, to address evaluability challenges including the lack of indicators.

61.   Interviews with key informants indicate that there is "lots of collaboration happening" especially at country-level, but the information is not captured systematically and, therefore, is not used to inform or improve collaborative efforts. Prior to 2017, there was no methodology articulated for determining which activities should be considered as RBA collaborations. Annual progress reports on RBA collaboration 2017-2019 are qualitative and rely to a large extent on self-reporting. Therefore, the Evaluation Team will need to collect and thoroughly review data from a range of sources and using different data collection instruments, so that data can be triangulated as much as possible. Governing Bodies have a keen interest in the potential cost-savings from collaboration on corporate services, and while financial information does exist, the Evaluation Team will need to develop models to conduct cost-benefit analyses.

62.   In addition to the RBA Annual Progress reports, there are evaluations that partly address collaboration. For example, FAO, IFAD and WFP country programme/strategic plan evaluations have

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[39]The criterion "coherence" is a new addition to the OECD-DAC evaluation criteria. It seeks to answer the question of how well an intervention fits internally and externally with other interventions. External coherence includes complementarity, harmonisation and co-ordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort. Internal coherence is not applicable in this case.

[40] UNEG. 2016. Norms and Standards for Evaluation, p.22

a mandatory section that addresses partnerships, including collaboration with the other Rome-based Agencies. Collaboration is also covered in other evaluations under the cross-cutting area of partnerships. The evaluation team will need to conduct a systematic desk review of evaluations conducted by the three evaluation offices, including exercises conducted in a collaborative manner such as the country programme evaluations in Cameroon in 2017, IFAD's 2018 *Evaluation Synthesis Report on Partnership*, and evaluation of the CFS. Further, there are opportunities to draw from on-going evaluations that include questions related to RBA collaboration including among others the evaluation of the Joint Programme on Rural Women's Economic Empowerment (JP-RWEE), the evaluation of the WFP Policy on South-South and Triangular cooperation and the FAO evaluation on the humanitarian development peace nexus.

63.   The choice between country mission and desk review of country-specific evidence will be made based on the availability of documentary evidence. Those countries with joint initiatives that have been well documented will be prioritised for desk reviews whereas those that may have important partnerships underway but limited documentation will be considered for more in-depth data collection using a range of tools and methods (e.g. key informant interviews, focus group discussions, observations) in addition to document review.

64.   The final evaluation scope will be made with evaluability in mind so as to maximise data rich programmes and mitigate risks of weak or unreliable data.

65.   The evaluation is likely to yield credible and timely information for decision-making, subject to effectively addressing the evaluability challenges outlined above.

4.3 Evaluation Questions

66.   The Joint Evaluation will address four key questions, with a number of sub-questions. The Evaluation Team will refine the evaluation questions and sub-questions during the inception phase, and detail them further in an evaluation matrix. The four over-arching questions are articulated around the following areas: a) Relevance, b) Results, c) Enabling and constraining factors, d) Added value of collaboration.

67.   **Question 1: How relevant is RBA collaboration in contributing to the achievement of the 2030 Agenda for Sustainable Development?** This overarching question aims to explore the relevance and alignment of RBA collaboration to global, regional and national agendas, priorities and needs.

i.   How does RBA collaboration complement and support the UN reform agenda and the priorities and expectations of national, regional and global partners at global, regional and country levels?

ii.   How relevant is RBA collaboration for achieving the strategic objectives and goals of the respective UN Rome-based Agencies?

    a.   Within each Rome-based Agency and at different levels of the agency

    b.   Across the Rome-based Agencies (including complementarities, overlaps and grey areas and gaps)

iii.   To what extent are collaboration frameworks ambitious and transformative while building on and reflecting the respective mandates and comparative advantages of the three agencies?

68.   **Question 2: What are the positive, negative, intended and unintended results of RBA collaboration to date?** The emphasis will be on results at the outcome level as expressed in the theory of change that will be built during the evaluation process. The question aims to elucidate the underlying assumptions and explicit commitments of RBA collaboration and the extent to which they have held true. The evaluation will generate evidence of changes (results) and identify factors or

conditions that can plausibly explain the results, as well as any evidence of unintended benefits and/or negative impacts.

i. What results, progress or achievements have been made in the implementation of RBA collaboration since the adoption of the 2016 RBA Position paper, the 2018 Memorandum of Understanding?

   a.   At global level

   b.   At regional and sub-regional level

   c.   At national, sub-national and local levels

ii. To what extent and how do the results of RBA collaboration reflect and embed cross-cutting issues such as gender, social inclusion and equity, environmental safeguards, protection and others?

iii. What are the major lessons learned from the practical implementation of RBA collaboration and what is the potential for replication/adaptation, scaling-up and longer-term sustainability, especially in the post-COVID-19 context?

69.   **Question 3: What factors have enabled or hindered the effectiveness of RBA collaboration?** This question seeks to generate evidence on the factors that have been key in facilitating or enabling effective collaboration among the Rome-based Agencies. It will explore the incentives and disincentives that may exist in the respective organizations and in the macro context (global, regional and country). It will also examine the 'collaboration infrastructure' that includes the governance of RBA collaboration; administrative aspects; and, the units/divisions responsible for the planning, coordination, monitoring and reporting on RBA collaboration.

70.   What corporate values, positioning, commitment and support has been offered/developed by the agency leadership at global, regional and country levels to RBA collaboration, if any?

71.   What are the main drivers and hindering factors affecting RBA collaboration at the global, regional and national levels?

      a. UN system and coordination mechanisms at all levels

      b. Joint commitments and agendas across the humanitarian, development and peace nexus

      c. Financing dynamics and respective resource commitments

      d. Comparative and complementary advantages required to support national systems

72.   Are the existing frameworks, tools, programmatic approaches, operational modalities, systems, business processes, communication and knowledge platforms in each Agency geared to promote, support and report on RBA collaboration across all its objectives and levels in a consistent way?

73.   **Question 4: What is the added value of RBA collaboration (as opposed to single Agency processes and results) across the different aspects and levels?** This question will analyse the evidence and findings derived from the three questions above through the specific lens of whether the collaborative modality adds value to the requirements of external stakeholders (member states, communities and households, other partners) as well as compared to single agency relevance, effectiveness and efficiency.

i. To what extent is there existing evidence that collaborative modalities (as opposed to single agency delivery) bring added value to:

   a. the lives and livelihoods of households and communities at country level

   b. strengthening the capacities of national and sub-national institutions and other national entities and groups

    c.   the generation of information, data, evidence and knowledge in support of SDG2 targets

ii.   What are the benefits of collaboration for each of the RBAs in terms of strategic positioning and delivery of results at all levels, as opposed to single agency?

iii.   Are there cost-savings/efficiency gains from RBA collaboration, can these be quantified reliably and do the benefits of collaboration outweigh the costs (financial, transaction, time, reputational, other)?

4.4 Methodology

74.   The Joint Evaluation will adopt a theory-based approach. It will be necessary for the evaluation team, as part of the inception phase, to develop a theory of change to inform the evaluation. Given the wide range of collaborations and the complexity of the tripartite relationships, the team will be asked to consider developing "theories" of change for different types of collaboration and at a level of granularity that can meaningfully support the evaluation team's analysis and assessment. This will require an initial review of documents, analysis of available data, and soliciting the views of a sample of key informants. It will be necessary to develop the theory/ies of change, with the Evaluation Management Group[41] and a select number of key stakeholders. The theory/ies of change should be updated again at the conclusion of the evaluation as a key deliverable.

75.   The evaluation will use the criteria of **relevance**, **coherence**, **effectiveness, efficiency, and sustainability**. The revised definitions of these OECD-DAC criteria will apply.[42] The evaluation will adopt a mixed methods approach, integrating qualitative and quantitative data collected through multiple instruments (key informant interviews, surveys, country case studies/field observation, and exhaustive document review, including a detailed synthesis of evaluative evidence). It is envisaged that most of the data will be qualitative, and it is imperative that the Evaluation Team is equipped with appropriate tools for analysing large volumes of qualitative data.

76.   Assessments of efficiency will focus on various levels and may include:

- **Global level**: RBA collaboration infrastructure (efficiency of processes, mechanism, platforms, RBA units in support of RBA collaborations - e.g. planning, coordination, communications, monitoring and reporting).

- **Joint corporate services**: e.g. hosting agreements in the field; IT services and IT security; environment (Greening).

- **Country level**: Prioritise tripartite activities with 'longevity' – for example, the 5-year resilience programme (funding from Canada) and the Joint Programme on Rural Women's Economic Empowerment, Joint Strategy initiative.

- **Case study of RBA collaboration on COVID-19.** Drawing on collaboration in the response to this global pandemic at various levels.

77.   During the inception phase the Evaluation Team is required to prepare a detailed evaluation matrix to guide the data collection and analysis. The evaluation matrix should be informed by the theory of change and set out each evaluation question and sub-questions, the indicators to be used in answering the questions, and the sources of data and data collection methods.

78.   The Evaluation Team will be required to conduct a detailed stakeholder analysis in the inception phase to identify potential interviewees at the global, regional and country levels. It will be essential to conduct a detailed mapping of existing tripartite and bipartite collaboration activities at

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[41] The Evaluation Management Group is made up of Senior Evaluation Officers from IFAD, FAO and WFP's Evaluation Offices.
[42] OECD/DAC Network on Development Evaluation. 2019. Better criteria for better evaluation: Revised Evaluation Criteria and Principles for Use. http://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf

global, regional and country levels as well as develop a clear definition of what is and what is not a 'collaboration'.

79.   The evaluation team will be required to identify a sample of initiatives/programmes for a "deep dive" analysis based on the following criteria:

- ▪ Tripartite collaboration represented at global, regional and country levels (minimum 3 examples per level)

- ▪ Bilateral collaboration among the sets of 2 agencies (3 examples of each combination of 2 RBAs)

- ▪ Four categories of collaboration (1 example from each – strategic/policy, operations/programmes, advocacy/communications, administrative)

- ▪ One example from each pillar (global, regional, country and corporate)

- ▪ Initiatives that have been in place for a minimum of 3 years (summative focus) and those that were established in the last year (formative focus)

80.   *Desk reviews* will be carried out with the following aims:

a.   Identification of relevant strategy, policy and operational guidance documents, and information analysis;

b.   Identification of portfolio and grant projects and programmes relevant to the topic;

c.   Assessment of qualitative information from reports;

d.   Assessment of quantitative data for previously identified joint portfolio and grants projects and programmes;

e.   Identification of relevant joint projects and programmes for in-depth analyses.

81.   The desk review will include a large volume of documents from the three agencies, including their policies, strategic plans, annual reports, budgets, reports to Governing Bodies, and past audits and evaluations. In order to assess collaboration at country level, the evaluation will review joint project documents, funding proposals, memoranda of understandings etc. In addition to the agencies' documents, the evaluation team may consider conducting a review of the literature on organizational collaboration to identify various models and frameworks for collaboration in public sector and private sector organizations. A synthesis of evaluative evidence will also be required.

82.   *Key informant interviews*. The joint evaluation will include semi-structured interviews with RBA staff at different levels and locations, including Management and staff in relevant departments and decentralized offices. Representatives of global and regional organizations involved as partners of the RBAs will also be interviewed. Finally, the evaluation team will interact with representatives of the Executive Board when deemed relevant.

83.   *Focus group discussions*. FGDs may be held jointly with representatives of all three agencies or with representatives of individuals agencies, partners and/or other key stakeholders.

84.   *Country studies*. The evaluation team will undertake field missions based on criteria to be defined by the EMG (see section 3.2). The aim of these case studies will be to: (i) (during the inception phase) explore hypotheses and validate data-collection tools and the theory of change; (ii) gather data and search for evidence in order to design evaluation questions and validate hypotheses and selection criteria related, in particular, to the "deep dive" analysis; and (iii) (during data collection phase) gather in-depth data from a range of interlocutors and sources. The evidence findings from

these country visits will be triangulated with other sources to provide analytical responses to the evaluation questions. A thorough desk review will be conducted prior to country visits.

85.   In view of the resources and time available, between 6-10 countries will be visited (in person or virtually). This means that not all sampled programmes and initiatives will be subject to field visits. Priority will be given to countries selected to represent a wide range of collaboration between two or more Rome-based agencies. Those countries with more than one example of RBA collaboration will be identified in order to maximize efficiency of time and budget resources, and for better comparison across projects. The Evaluation Team is also expected to finalise a full set of criteria and to present a selection of countries for the country-level in the inception report. A debrief presentation will be made at the conclusion of each country visit to relevant stakeholders.

86.   The evaluation will include the following country studies:

Table 2 - Country studies matrix

Phase	Type of study	Number of countries (max.)
Inception	Inception visit (remote)	2
Data collection	Field visits (remote or in person)	6-10
	Desk review	4-6

87.   *Electronic survey*. An e-survey will be considered to capture knowledge, views and experiences of RBA managers and staff, as well as technical experts from government agencies, managers of RBA-supported projects and partners such as research centres, NGOs, private sector actors and farmers' associations. Specific questions will be targeted to each stakeholder group. The survey will be anonymous, and it will not be possible to track individual respondents.

88.   The evaluation team will be responsible for developing the detailed data collection instruments, namely, interview protocols for different categories of stakeholders, frameworks for detailed document review, questionnaire(s) for online surveys, and a framework for case studies.

89.   In keeping with UNEG Norms and Standards, the evaluation team is required to integrate gender equality, disability inclusion and human rights in their data collection instruments and approach. Where appropriate, data should be disaggregated by sex and explanations provided where it is not possible. Data collection instruments should contain gender-sensitive language and should be vetted to ensure that they are sensitive to the culture in which they are to be applied. The evaluation findings, conclusions and recommendations will reflect gender sensitivity.

90.   *Contingency planning in a COVID-era.* The evaluation methodology takes the COVID-19 pandemic into consideration, using data collection methods that limit the need for travel, should the safety conditions not improve, and will apply the "do no harm" principle. More detailed planning with the evaluation team will take place during the inception phase.

91.   Debrief presentations should be planned at the conclusion of the data collection phase. The EMG will facilitate this engagement with key stakeholders. The evaluation will take a participatory approach – regularly engaging with and integrating feedback from global, regional and country-based actors and following-up.

4.5 Quality Assurance processes

92.   The Evaluation Management Group is responsible for quality assurance of all substantive aspects of the evaluation, including the evaluation team selection and first-level quality assurance of the inception report, the draft report, and the final evaluation report. The members of the Evaluation Management Group may forward deliverables for internal peer review within their respective organizations and will consult with the Management Advisory Group and external advisors periodically throughout the evaluation.

93.   Quality assurance checklists and technical notes from WFP will be used with adaptations as needed.

5. Organization of the Evaluation

5.1 Phases and Deliverables

94.   The evaluation will be conducted in five phases. The overall timeline for the evaluation is March 2020 to December 2021. The evaluation phases and summary timeline are shown in Table 3. The detailed timeline is in Annex 1. The inception, data collection and analysis will occupy the second half of 2020 and the first half of 2021. The report writing, circulation of draft reports and presentation to the Governing Bodies will take place in the second half of 2021. The timeline will be monitored carefully. Given the current context with the implications of the COVID pandemic, adjustments will be made as needed.

Table 3- Proposed timeline and deliverables 2020-2021

Phases	Feb – July 2020	Aug '20 – Jan '21	Feb – March 2021	April – Sept. 2021	Sept. – Dec. 2021	Deliverables
Phase 1. Preparation • TOR, stakeholder consultation, evaluation team identification and contracting	X					• MoU • TOR • Approach Paper (IFAD)
Phase 2. Inception • Briefing evaluation team • Inception		X				• Inception Report
Phase 3. Data collection • Data and documents review, fieldwork			X			• Country debriefs • HQ debrief
Phase 4. Reporting • Draft reports • Comment and revision				X	X	• ER Draft/ Final • SER Draft/ Final
Phase 5. Presentation • Senior Consultative Group • Informal joint briefing					X	• ER Final[43] • Oct. 2021

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[43] The final evaluation report may be jointly presented during the Fifth Annual Joint Informal Meeting of the three RBA Governing Bodies.

						· WFP/FAO – Nov; IFAD-Dec
· Executive Board/ Programme/Evaluation Committees & Management Response						

5.2 Evaluation Team

95. The evaluation will be conducted by an independent evaluation company through a competitive recruitment process that will benefit from WFP's experience and support.[44] WFP's Office of Evaluation will contract the evaluation company using its standard administrative procedures for the procurement of evaluation companies holding long-term agreements for evaluation services. WFP will share the Terms of Reference with the companies that have expressed an interest in this evaluation. The Evaluation Management Group will make the final selection of the evaluation company with approval by the Steering Committee. The Procurement Division of WFP will be responsible for contracting the selected evaluation company.

96. The selected company must have evaluation and technical capacities for conducting corporate/strategic evaluations within the United Nations system and experience evaluating organizational collaboration In addition, experience in conducting corporate/strategic evaluations for one or more of the RBAs will be an advantage. The company will have a multi-disciplinary team with expertise in the following:

- Evaluation design, development of data collection instruments, application of data analysis tools.
- Expertise in using or adapting technologies innovatively to conduct evaluation under difficult conditions such as those presented by the COVID-19 pandemic.
- Technical expertise in food & agriculture, food security and nutrition, rural development, development finance /economics, institutional development/ governance/ organizational strategy, corporate services (procurement, human resources). At least one team members should have expertise in humanitarian and resilience evaluations and/or sector expertise. At least one of the team members should have technical skills to assess gender dimensions as well as other equity issues (youth, disability, indigenous peoples, etc.).
- Solid knowledge and expertise on organizational collaboration.
- Language expertise in French and Spanish in addition to English.

97. The evaluation team should comprise women and men, and preferably be diverse in terms of their regions or country of origin. The inclusion of national evaluation consultants in country-level data collection is encouraged.

98. The **Evaluation Team Leader** will be responsible for the overall team functioning, ensuring that all team outputs are delivered according to timelines and quality standards, is the primary interlocutor with the Evaluation Management Group and is accountable to the Group. The Team Leader requires proven experience as Evaluation Team Leader, advanced technical evaluation skills and demonstrated ability to lead complex, strategic and joint evaluations with UN agencies. It is envisaged that the Team Leader will have at least 10 years' experience as a Team Leader and a minimum of 5 previous jobs as Team Leader of a complex, global evaluation. Experience evaluating organizational collaboration will be an advantage. The Team Leader should have 5 or more years' experience evaluating WFP, FAO or IFAD programmes, a good understanding of the United Nations system, the UN reform agenda and a working knowledge of at least one of the RBAs. They should have strong analytical, organisational and communication skills.

99. The primary responsibilities of the Team Leader include:

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[44] The WFP Office of Evaluation has conducted a formal procurement process to establish long-term agreements with a wide range of qualified, independent evaluation firms. These firms have been invited to bid on this evaluation.

- Leading the detailed design of the evaluation and setting out the methodology and approach in the inception report;
- Allocating areas of work to team members and guiding them in implementation;
- Overseeing the data collection and analysis, and the production of working papers;
- Responsible for the end of field work and debriefing presentation
- Leading the drafting of the report and consolidating the inputs of team members;
- Representing the evaluation team in meetings with the EMG; and
- Delivering the inception report, draft report and final evaluation report and executive summary for the Executive Board/Council.

100. The **Evaluation Team members** should be made up of women and men and have an ability to carry out an evaluation in English and at least 2 other UN languages[45]. The team should include people from varied geographic backgrounds including the global South, and should include members with a knowledge of FAO, IFAD and WFP. The team will need to include strong technical expertise in assessing joint collaboration among multilateral organizations and experience in evaluating joint programmes/initiatives at global, regional and country level. Expertise in specific sectoral areas related to the mandates of the three Rome-based agencies is also required. Experience having applied approaches to evaluating partnerships and/or collaborations is also a requirement. Experience evaluating topics related to UN reform will be an advantage.

101. The evaluation team members are required to contribute to the design of the evaluation methodology; undertake documentary review prior to fieldwork; conduct fieldwork that may include field visits to sampled countries, interviews at headquarters and selected regions and surveys; analyse data collected; prepare inputs/working papers in their technical area; and contribute to the preparation of the inception report, and the draft and final evaluation report.

102. The evaluation team selected should certify that no conflicts of interest exist in their appointment to conduct the evaluation. The evaluation team will act impartially and respect the UNEG Code of Conduct for Evaluation in the United Nations system.[46]

5.3 Roles and Responsibilities

103. The evaluation offices of the Rome-based Agencies will jointly manage the evaluation. Structures have been put in place for the governance and management of the joint evaluation.

104. **Evaluation Steering Committee:** The committee comprises the heads of the three RBA evaluation offices.[47] It is responsible for giving strategic direction to the joint evaluation, approving the Terms of Reference for the evaluation, approving the selection of the evaluation firm, and approving the final report for consideration by the governing bodies of the Rome-based Agencies.

105. **Evaluation Management Group**: The Evaluation Management Group comprises senior staff of the evaluation offices.[48] Other staff of the evaluation offices may be co-opted to assist the Evaluation Management Group with its tasks. The Evaluation Management Group ensures that the evaluation is conducted according to the Terms of Reference and in compliance with the UNEG Norms and Standards. The Evaluation Management Group is expected to pay particular attention to ensuring that the evaluation is independent, credible and meets the quality standards.

106. The Evaluation Management Group manages and quality assures key deliverables at all phases of the evaluation, with specific responsibilities to:

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[45] The official UN languages include English, French, Spanish, Chinese and Arabic.
[46] UNEG Code of Conduct for Evaluation in the UN system
[47] Members of Evaluation Steering Committee: Masahiro Igarashi, Director OED-FAO, Fabrizio Felloni, OIC – IOE-IFAD, and Andrea Cook, Director OEV-WFP.
[48] Members of EMG: Rachel Sauvinet Bedouin, Senior Evaluation Officer, OED-FAO, Marta Bruno, Evaluation Officer responsible for humanitarian evaluation portfolio, OED-FAO; Chitra Deshpande, Senior Evaluation Officer, IOE-IFAD; and Deborah McWhinney, Senior Evaluation Officer, OEV-WFP.

    i.   Provide inputs on key evaluation decision points and quality assure key deliverables:

- Terms of Reference Criteria for selection of company to conduct the evaluation, and the selection of the company
- Inception report (including final clearance of the methodological approach and the selection of countries/sites for field missions)
- Evaluation report (drafts for circulation and final draft)
- Organise and oversee the interviews conducted
- Organise and oversee the field visits in close cooperation with country staff

    ii.   Act as a liaison for the evaluation with their respective organizations.

    iii.   Keep the Evaluation Steering Committee informed of progress with the evaluation and alerting the Committee to issues that require intervention by the Committee. EMG updates on progress to the Evaluation Steering Committee and the reference group will be in joint form.

    iv.   Keep other structures informed of progress, for example, the RBA Management Reference Group and the Member States Reference Group and obtain their inputs during the evaluation process.

107. An **Evaluation Coordinator**[49] has been appointed to support the Evaluation Management Group in ensuring that the evaluation produces independent, credible evidence that meets the high professional standards in line with UNEG norms and standards and codes of conduct for evaluation in the United Nations system. The Evaluation Coordinator supports evaluation processes from preparation, through to design and completion. The Evaluation Management Group jointly manages the Evaluation Coordinator, though her contract is with one of the agencies.

108. **RBA Management Advisory Group**: The RBA Management Reference Group comprises the RBA Senior Consultative Group with the inclusion of senior (e.g. Director and ADG levels or above) managers responsible for corporate administration and programmes.

109. The functions of the RBA Management Advisory Group are to:

- Provide inputs to the Evaluation Management Group during the evaluation process
- Facilitate access to all sources of evidence and data at country and agency level
- Facilitate preparation of a consolidated management response to the evaluation

110. **Member State Engagement:** Representatives from the WFP Executive Board members, FAO's Council and IFAD's Evaluation Committee will be consulted at various stages of the evaluation through existing mechanisms and, if necessary, in an *ad hoc* manner. These representatives will be asked to:

- Provide feedback to the Evaluation Management Group at key milestones of the evaluation process.
- Facilitate discussion in their respective Boards.

5.4 Communication

111. Transparent and open communication at each phase of the evaluation is essential for the credibility of the evaluation. The Evaluation Management Group, with the support of the Evaluation Coordinator, is responsible for communication to the evaluation governance structures, key stakeholders, staff in the respective agencies, Member States' representatives, regional organizations,

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[49] Valentina Di Marco has been recruited as the Evaluation Coordinator and is under an IFAD contract.

and country governments. A formal communication plan will be developed during the inception phase of the evaluation.

112. The Evaluation Management Group will disseminate Information Notes/Briefs that provide an overview of the evaluation and summarise specific deliverables, such as the inception report. The Evaluation Coordinator will ensure that information on the evaluation is uploaded onto the websites of the respective evaluation offices. Branding will be joint as agreed with the EMG. The EMG will develop a detailed communication plan for the dissemination of the findings and key deliverables, including the final evaluation report. The report and respective management responses will be published on the websites of all three RBAs in line with their respective evaluation policies.

113. The Evaluation Management Group will organize stakeholder consultations at critical points of the evaluation, for example, during the inception phase and debriefings following the fieldwork to discuss draft evaluation findings and emerging conclusions and recommendations.

114. Documents for the evaluation are contained in a document repository in Microsoft Teams for the Evaluation Team. The Evaluation Coordinator will manage the repository, ensuring that the Evaluation Team shares draft deliverables using the Teams platform.

115. English is the working language for the evaluation. Should translation be required for fieldwork, this should be included in the proposed budget by the evaluation firm. The inception report and the main report will be produced in English. The evaluation team will also produce a Summary Evaluation Report. The Summary Report and Management Response will be translated in all official United Nations languages for presentation to the respective Governing Bodies.

5.5 Budget

116. The evaluation is funded jointly with equal contributions from the evaluation offices at FAO, IFAD and WFP.

6. Risks and mitigation strategies

117. The following risks to the evaluation and mitigation strategies to address these risks have been identified:

118. The Covid-19 pandemic represents the most serious risk to the completion of the entire evaluation by 31 December 2021. It is unclear at this stage when travel restrictions will be lifted. To address this risk, the briefings and interviews during the inception phase will be done remotely. For the main data collection phase, interviews will be done remotely if travel restrictions are still in place. The evaluation will also use online surveys that will not require travel. Country case studies will be conducted on the basis of reports and remote interviews without field missions in the event that travel is not feasible and assuming that secondary information is available.

119. The evaluation is potentially a sensitive one as it deals with the important issue of mandates and organizational boundaries. It is therefore critical that key stakeholders are identified at the outset and consulted throughout the evaluation process. It will be essential to maintain transparency and regular communication about the evaluation to avoid any unforeseen reactions when the final draft report is presented. Ensuring that key stakeholders are on board from the outset will also increase the prospects for implementing the recommendations of the evaluation. The use of an external evaluation company and external advisers on quality assurance will ensure the independence and credibility of the evaluation.

120. Data for the evaluation is dispersed across three agencies and at three levels (global, regional and country level). Furthermore, the quality of the data will be variable. The evaluation team, with the

assistance of the Evaluation Coordinator, will need to build a detailed, well-structured inventory of available data and sources.

assistance of the Evaluation Coordinator, will need to build a detailed, well-structured inventory of available data and sources.

Abbreviations and acronyms

EMG	Evaluation Management Group
FAO	Food and Agriculture Organization of the United Nations
IFAD	International Fund for Agricultural Development
OECD-DAC	Development Assistance Committee of the Organisation for Economic Cooperation and Development (OECD)
RBA	United Nations Rome-based agencies
SDG	Sustainable Development Goal(s)
UNEG	United Nations Evaluation Group
WFP	United Nations World Food Programme

Annex 1 - Documents consulted

FAO, IFAD, WFP.2019. Joint RBA Action Plan 2019-2020

FAO, IFAD, WFP. 2016. "*Collaboration among the United Nations Rome-based Agencies: Delivering on the 2030 Agenda'*, 30 November 2016.

FAO, IFAD, WFP. 2017. Joint Progress Report on RBA Collaboration

FAO, IFAD, WFP. 2018 Joint Progress Report on RBA Collaboration

FAO, IFAD, WFP. 2018. Memorandum of Understanding between the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development and World Food Programme, June 2018.

FAO, IFAD, WFP. 2019. Joint Progress Report on RBA Collaboration

FAO. 2009. "*Directions for Collaboration of the Rome-Based Food Agencies*", presented to the 137th session of Council, Rome, 28 September – 2 October 2009, CL 137/INF/10

IFAD, 2018. Evaluation Synthesis. **"***Building partnerships for enhanced development effectiveness – a review of country-level experiences and results*"

IFAD. 2015. "*Collaboration of the United Nations Rome-based agencies. IFAD perspective – Position Paper"*, 2015. https://webapps.ifad.org/members/eb/115/docs/EB-2015-115-R-23.pdf

IFAD. 2015. "*Collaboration of the United Nations Rome-based agencies. Establishing a baseline and charting the way forward"*

MOPAN. 2019. Synthesis Report. *"Country-level collaboration between FAO, IFAD, and WFP"*

OECD-DAC.2019. Better Evaluation Criteria for Better Evaluation: Revised evaluation criteria, definitions and principles for use. https://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf

UNEG. 2016. Norms and Standards for Evaluation

WFP. 2016. *Update on Collaboration Among Rome-based Agencies: A WFP perspective 2015-2016*

Annex 2 – Individuals interviewed

FAO

Laurent Thomas, Deputy Director-General, Operations

Angelica Jacome, Director, Office for Small Island Developing States, Least Developed Countries and Land-locked Developing Countries

Matthew Keil, Attache de Cabinet, Office of the Director-General

Patrick Jacqueson, Strategic Programme 5

Shukri Ahmed, Strategic Programme 5

Mohamed Manssouri, Director, Investment Centre

Wafaa El Khoury, Deputy Director, Investment Centre

Bruno Minjauw, Global Coordinator, Food Security Cluster

Coumba Sow, Sub-regional Resilience Coordinator: West Africa and the Sahel, FAO

Cyril Ferrand, Sub-regional Resilience Coordinator, East Africa (Kenya)

Alexis Bonte, Sub-regional Resilience Coordinator, Jordan Country Office.

Florence Rolle, FAO Country Representative, Morocco

IFAD

Donal Brown, Associate Vice President, Programme Management Department

Paul Winters, Associate Vice President, Strategy and Knowledge Department

Ron Hartmann, Director, Global Engagement

Margarita Astralaga, Director Environment, Climate and Gender

Khalida Bouzar, Director of Near East and North Africa

Shantanu Mathur, RBA Collaboration Focal Point

Jordana Blankman, RBA Collaboration Support

Luis Jiménez, IFAD Secretary

Edward Heinemann, Lead Technical and Policy Advisor to the Associate Vice President, Programme Management Department

Marie Haga, Associate Vice President, External Relations and Governance Department

Guoqi Wu, Associate Vice President, Corporate Services Department

Lisandro Martin (written response), Director of West and Central Africa

WFP

Ute Klamert, Assistant Executive Director, Partnerships and Governance

Frederick Ranitzcsh, Special Advisor to the Assistant Director, Partnerships and Governance

Stephanie Hochstetter, Director, Rome-based Agencies and CFS

Harriet Spanos, Director, Executive Board Secretariat

Neal Pronesti, External Partnerships Officer

Jacqueline de Groot, Head of Programme, Jordan

Erick Kenefick, Deputy Country Director, India

Annex 3 – Timeline

Phase	Activity	Timing
Preparatory	Development of ToRs	March – May 2020
	Draft ToRs revised with consolidated comments from ESC/ EMG	End May 2020
	Draft ToRs cleared by ESC and submitted to Management Advisory Group for review/ IFAD meeting with Management	Jun – 2020
	Revised draft ToRs sent to evaluation firms to request proposals	Early June 2020
	Final ToR shared with ESC for final clearance	End June 2020
	Preparation of ToRs for submission to governing bodies	Jun – Jul 2020
	Contracting of Evaluation firm	Jul - Aug 2020
	Submit TORs to IFAD Office of the Secretary (SEC)	15 July 2020
Inception	Evaluation Team desk review and preparation prior to EMG briefing	Aug – Sep 2020
	Remote briefing to the Evaluation Team	September 2020
	RBA Senior Consultative Group Meeting	September 2020
	Remote Inception meeting with selected countries and debriefing to EMG	Sep – Oct 2020
	Discussion of TORs with IFAD's Evaluation Committee	2 September 2020
	Discussion of TORs with Member State Representatives at informal meeting of RBA governing bodies	14 September 2020 (tbc)
	TL submits draft Inception Report to EMG	November 2020
	ESC and Management Advisory group comments on draft Inception Report	Dec 2021 – Jan 2021
	Final Inception Report is circulated to RBAs stakeholders	February 2021
Data collection	Fieldwork, data collection and desk review. Internal briefings after each country visit	Feb – Mar 2021
	Overall debriefing with EMG, ESC, and RBA stakeholders	March - 2021
Reporting	TL submits draft Evaluation Report to EMG (IFAD peer review 1 week)	April 2021
	Stakeholders workshop	May 2021
	ESC and Management Advisory group comments on draft Evaluation Report	Apr – Aug 2021
	TL submits draft Summary Evaluation Report (SER)	June 2021
	TL submits final draft Evaluation Report (with revised SER)	September 2021
	Report submitted to Secretary for editing/translation	3 September 2021
Dissemination& Follow-up	RBA Senior Consultative Group Meeting	September 2021
	Discussion IFAD Evaluation Committee	October 2021
	Discussion with Joint RBA Executive Board	Nov - Dec 2021 (tbc)
	Dissemination of final Evaluation Report, posting on respective websites	January 2022

EMG= Evaluation Management Group, ESC = Evaluation Steering Committee, TL= Team leader.

Annex 4 – Communication and Learning Plan

When Evaluation phase with month/year	What Communication product	To whom Target group or individual	What level Purpose of communication	From whom	How Communication means e.g. meeting, interaction, etc.	Why Purpose of communication
Preparation (Jan-Jun 2020) / TOR (Jun 2020)	Full ToR ToR summary	EMG, SC, RBA Management Advisory Group	Conceptualization & Strategic. Steering committee final clearance.	EMG	Consultations, meetings and written exchanges	Draft ToR for comments / Final for information
Share TORs for IFAD peer review and comments (Approach Paper) (June 2020 – 1 week process)	Full TORs (Approach paper)	IOE Director/staff	Informative, consultation	IFAD	Meeting, written exchange	Comments, Final for information
TORs (summary + full) finalized and sent SEC for posting on Scriptoria (September 3, 2020)	TORs (summary and full)	SEC (IFAD)	Informative	EMG	Written exchanges	Final for information
Memo to RBA Management Advisory Group to share TORs for comments (June 2020 – 2 weeks process)	Full TORs	IFAD/WFP/FAO	Informative, consultation	EMG	Consultation, written exchanges	Final for information
Presentation at IFAD Evaluation Committee 2 September 2020. Request to present TORs during informal discussion of RBA governing bodies on 14 September 2020 (tbc).	TORs (summary and full)	EC (IFAD)/EMG and Directors of IOE/OEV/OEDD Member state representatives of FAO Council, IFAD EB, WFP EB participating in informal discussion of RBA governing bodies.	Informative	EMG	Presentation	Final for information
Inception (Aug -Nov 2020)	EMG Briefing + Inception Mission + Validation Workshop + Draft Inception Report	EMG/SC	Operational & Informative	Evaluation Firm/TL	Written exchange	Draft IR for comments

When Evaluation phase with month/year	What Communication product	To whom Target group or individual	What level Purpose of communication	From whom	How Communication means e.g. meeting, interaction, etc.	Why Purpose of communication
Share inception report with Evaluation Steering Committee and Reference Groups and feedback collection for finalization (Dec 2020 – Jan 2021)	Inception Report	ESC, Reference Groups	Informative	EMG	Written exchanges, meeting	Final for information
Final Inception report shared internally in FAO, IFAD and WFP (February 2021)	Inception Report	ESC, Reference Groups	Informative	EMG	Written exchanges	Final for information
Fieldwork debrief (March 2021)	PPT	EMG/SC	Operational	Evaluation Firm/TL	Meeting / Teleconference	For information and verbal feedback
Reporting (April -Sept 2021)	Draft and Final Evaluation Report (ER), Workshop	EMG/SC IFAD management for peer review.	All	Evaluation Firm/TL	Written exchanges (+ matrix of comments on request) and presentations	Draft ER for written comments / Final ER for information
Learning workshop (May 2021)	PPT	RBA advisory group/Management	Learning	Evaluation Firm/TL/EMG	Workshop	Utilization of the findings and conclusions of the evaluation
Report submitted to Secretary for editing/translation (September 2021)	Evaluation Report	EMG	Informative	EMG	Written Exchanges	Final for information
Discussion IFAD Evaluation Committee (October 2021)	Evaluation Report	EC (IFAD)/WFP EB/FAO Council/ Directors of IOE/OEV/OEDD	Informative	EMG	Written exchange	Final for information
Presentation of Evaluation report with Management Response to governing bodies (November/December 2021)	Evaluation Report	FAD/FAO/WFP	Informative	EMG	Written exchange	Final for information
Dissemination event (January 2022)	PPT	EMG/RBA advisory group/ Member State Advisory Group	Informative	EM, Director of Evaluation	Event	Dissemination of evaluation findings and conclusions.

Annex 5 – RBA Collaboration Activities by Pillar

This table shows the range of activities that constitute collaboration among the Rome-based Agencies in terms of the four pillars of the collaboration framework. The list is not exhaustive and reflects only those activities that were reported between 2017 and 2019.

Table: RBA collaboration activities (2017-2019)

Pillars	Activities
Pillar 1: Country level	• Joint country strategies (Colombia, Indonesia, Niger) • Joint contribution to Common Country Analysis for the UNSDCF/UNDAF • Joint advice to government • Country level projects (e.g. Djibouti, Ethiopia, Kenya, South Sudan, Sudan, Bangladesh, Pakistan, Nepal, Sri Lanka, Timor-Leste, Kyrgyz Republic, Lebanon) – sample to be selected based on criteria.
Pillar 2: Regional level	• Sub-Saharan Africa: (RBA Sahel Action Plan, Integrated Approach Pilot on Food Security in 12 countries • NENA Region (FAO-WFP regional partnership agreement, Regional Initiative for School Meals and Social Protection, Middle East Joint Resilience Programming) • Asia-Pacific Region: Vulnerability Analysis and Mapping Platform for Regional Emergencies; Pacific Food Security Cluster
Pillar 3: Global and thematic level	• Zero Hunger • Climate change including Disaster Risk Reduction • Gender • Nutrition (including the School Food & Nutrition Programme, Nutrition-sensitive value chains, Minimum Dietary Diversity Women (MDD-W) indicator, REACH, SUN) • Agro-ecology • Family Farming • Financial Inclusion • Resilience (including Early Warning Early Action, food security in conflict situations, shock-responsive social protection) • State of Food Insecurity in the World (SOFI) • Data and statistics, including Vulnerability Assessment and Mapping • Global Platforms (e.g. CFS, Global Food Security Cluster, Agriculture Marketing Information Systems, Global Forum on Agricultural Research, United Nations Standing Committee on Nutrition) • South-South & Triangular Cooperation
Pillar 4: Corporate services	• Common procurement/joint procurement (work of Common Procurement Team) • Logistics • Harmonization of business processes at country level • Human Resources Management (alignment of HR policies, human resource development) • Oversight functions • Evaluation function • Risk Management (including business continuity/disaster recovery

Annex 6 – Map of RBA collaboration by category, level and type

Level/Types	Strategic/Policy	Operations/Programmes	Advocacy/Communications	Joint Corporate Services/ Administrative
Global				
Tripartite	CFS	NA	Food Systems Summit	Common Procurement Team activities concluded in 2017
	SOFI		Climate change: Side events UNFCCC	Collaboration on business continuity/disaster recovery, MOU on Organizational Resilience Management
	Nutrition-Sensitive Value Chains RBA Working Group activities including framework, e-learning module		Annual International Women's Day	Risk management RBA participation in HLCM risk management working group
	Green Climate Fund strategy on agriculture and food security		RBA Excellence Award	Joint tenders (transcription services, gas supply, printer services
	Joint RBA Roadmap for South-South & Triangular Cooperation		RBA Joint Website - Zero Hunger	Shared IT services and IT security
	Home-Grown School Feeding Meals Resources Framework (in collaboration with NEPAD CAADP of AU)		Joint participation in HLPF	Annual meeting of Offices of Oversight
	Biodiversity strategy with focus on agro-biodiversity		Scaling up Agroecology Initiative	Informal Joint Meetings of FAO Council and IFAD and WFP Executive Boards
	Monitoring food security in countries with conflict situations (UNSC resolution 2417)		Side event UNGA UNSC resolution 2417	EVAL-forwARD
FAO-WFP	Global Food Security Cluster	NA	Participation in UNSCN	Hosting agreements at headquarters level
			RBA Evaluation Offices ROMEN Drinks	Common commissary services
FAO-IFAD	NA	FAO's Investment Centre (TCI)		Joint tender medical and health insurance
IFAD-WFP	NA	NA		NA

Level/Types	Strategic/Policy	Operations/Programmes	Advocacy/Communications	Joint Corporate Services/ Administrative
Regional				
Tripartite	Home-Grown School Feeding Meals Resources Framework (in collaboration with NEPAD CAADP of AU) Regional Pacific Food Security Cluster	Lake Chad Operational Framework (Cameroon, Chad, Niger, Nigeria) Middle East Joint resilience programme G5 Sahel Plan and implementation	Participation in Scaling Up Nutrition	NA
FAO-WFP	ASEAN strengthening member states to develop risk-informed and shock responsive social protection systems Vulnerability Analysis and Mapping Platform for Regional Emergencies (VAMPIRE)	NA	Events/advocacy Arab Forum for Sustainable Development, League of Arab States meetings	NA
FAO-IFAD	NA	FAO's Investment Centre (TCI)	NA	NA
IFAD-WFP	NA	NA	NA	NA
Country				
Tripartite	Joint Country strategies (Niger, Colombia, Indonesia) Common areas for country strategic plans (various countries)	Joint programme Economic Empowerment of Rural Women (with UN Women) 5-year Resilience Programme (Canada fund) in DRC, Niger and Somalia Kenya Cereal Enhancement Programme - Climate Resilient Agricultural Livelihoods Window Jordan-Lebanon (EU/MADAD)	Participation in Scaling Up Nutrition RBA Excellence Award (Guatemala, Madagascar, DRC, Mozambique MOPAN case studies (Bangladesh, Ethiopia, Jordan, Madagascar)	NA
FAO-WFP	ASEAN strengthening member states to develop risk-informed and shock responsive social protection systems (with ILO and UNICEF) Global Food Security Cluster	Cambodia Food Security and Nutrition-Specific Interagency Social Protection Assessment tool Guinea School meals project Afghanistan Food Security and Nutrition Agenda	Philippines advocacy activities	Hosting agreements in the field
FAO-IFAD	Sub-Saharan Africa Integrated Approach (Pilot) on Food Security to foster sustainability and resilience for food security by safeguarding ecosystems in 12 countries	Accelerated Capacity Development Plans and FFS in IFAD-funded projects (Burundi, DRC, Jordan, Laos, Nepal) FAO's Investment Centre (TCI) Adaptation for Smallholder Agriculture Program phase 2	NA	Hosting agreements in the field
IFAD-WFP	NA	Cambodia Agriculture Services Programme for Innovation, Resilience and Extension (ASPIRE) Senegal food and income security for vulnerable rural housheolds Laos Agriculture for Nutrition/Stategic Support for food Security & Nutrition	NA	Hosting agreements in the field

Annex 7 – Criteria for selection of country case studies

Consideration should be given to the following criteria and descriptions when developing a full list of criteria and approach to selection of countries.

- **Regional representation (6 in line with WFP/FAO/IFAD regions) – at least 6 countries.** It is necessary to select countries from each of the regions (Member countries and regional groupings expect this). It should be borne in mind that each agency has its own regions that do not always coincide. The selection of countries should be checked against the regions of the three agencies to ensure that all regions are covered. The regions themselves are diverse, and it should be made clear upfront that the country selected is not necessarily representative of the region.

- **Country office location**: Using this criterion will narrow the selection as the number of countries where all three are present is limited. This will also help test the assumption that in-country presence is necessary for collaboration. The joint progress reports do not indicate where collaboration is weak so this would have to be determined in the inception phase through interviews or other evaluative evidence – e.g. evaluation reports.

- **Existing Joint programmes or activities:** An initial mapping of RBA collaboration activities has been done based on the joint progress reports and a sample is presented in Annex 6. This mapping will be completed during inception and will be used to identify countries with greater and fewer tripartite and bilateral collaborations for inclusion for country case studies.

- **Longevity of RBA collaboration in country – long and new collaboration represented**. The duration of RBA collaboration can provide insights on results from collaboration initiatives that have been functioning for some time, and insights into how current initiatives are unfolding – both are important for the evaluation. "Long" and "new" will need to be defined for example. "Long" could be an initiative that predates the 2016 Joint Paper and is still in operation and "new" could be a collaboration initiative since the 2016 Joint Paper. This assumes that the RBA collaboration initiatives are documented with clear starting dates.

- **MOPAN case studies (Bangladesh, Jordan, Ethiopia, Madagascar) evidence will be used. Therefore, these countries will not be visited.** While these countries will not be included in country visits, they may be included as a case study. They may also be included in data collection on collaboration in which they participated/participating. For example, Jordan is in the EU/MADAD programme with Lebanon and Madagascar was a recipient of the RBA Excellence Award.

Based on these criteria, a preliminary indicative country mapping is presented below to show potential countries that may be considered for the case studies and field visits. Longevity of RBA collaboration has been taken into consideration for the existing program criteria and *IFAD's ESR on Partnerships* which indicates greater and weaker RBA collaboration based on its sample was used.

Indicative Criteria and Country mapping – May 2020

Criteria / Regions		Asia	Latin and Central America	Eastern Europe/ Central Asia	Middle East/North Africa	West & Central Africa	Southern Africa	East Africa	Thematic
REGIONAL Offices/Bureaus (in caps)/ Subregional Offices	**WFP offices**	THAILAND	**PANAMA**		**EGYPT**	**SENEGAL**	**SOUTH AFRICA**	**KENYA**	**China**, Brazil
	IFAD offices	VietNam, India, **Indonesia**, Bangladesh, **China**	**Panama**, **Brazil (KM hub)**, **Peru**, El Salvador	**Turkey** (Istanbul)	Egypt	**Senegal**, Cameroon, Cote D'Ivoire	South Africa (KM hub)	**Kenya**, **Ethiopia**, Zambia	**China**, Brazil, South Africa
	FAO offices	THAILAND, Samoa	CHILE, **Panama**, Barbados	HUNGARY, **Turkey** (Ankara)	EGYPT, Tunisia, **Lebanon**, UAE	**GHANA**, Gabon, **Senegal**	Zimbabwe	**Ethiopia**	South Africa. Kenya, Senegal, Jordan
Shared RBA Country Offices		**China** (WFP), **Pakistan (FAO)**, **Nepal (WFP)**, India (WFP)	**Peru (FAO)**, Bolivia (FAO)		**Egypt** (FAO), Yemen (FAO)	Cote d'Ivoire (WFP), **Niger** (WFP), Sierra Leone (FAO)	South Africa, Zambia (WFP)	**Kenya**, Burundi, Madagascar, Rwanda, Mozambique (FAO)	
Pilot Joint Country Strategy Countries		**Indonesia**	Colombia			**Niger**			
Existing Country Studies (e.g., MOPAN, RAB evaluations)		Bangladesh			Jordan	Cameroon	Madagascar	**Ethiopia**	
Country Programmes with RBA Collaboratin (Mix of Tripartite, Bilateral, and Duration (new and older)		**Indonesia**, Cambodia. Laos PDR, Philippines	Guatemala	Kyrgyzstan	**Lebanon**	**Niger**		**Kenya**	
Strong RBA collaboration (1)		Bangladesh, China, India, **Indonesia**, **Pakistan**	**Brazil**		Turkey, Jordan, Yemen,	Mali	**Mozambique**	**Ethiopia**	
Weak RBA collaboration (1)		Nepal, VietNam	Ecuador		Moldova, Morocco	Gambia, Nigeria, **Senegal**, **Ghana**	Madagascar, Tanzania	**Kenya**, Rwanda, Uganda	
POTENTIAL COUNTRY CASES		**Indonesia, China, Pakistan, Nepal, Bangladesh (2)**	**Colombia, Panama, Brazil, Peru**	**Turkey**	**Egypt, Lebanon, Jordan (2)**	**Senegal, Niger, Cameroon (2)**	**South Africa, Mozambique, Madagascar (2)**	**Kenya, Ethiopia (2)**	

Notes: (1) IFAD's Evaluation Synthesis Report on Partnership

(2) MOPAN Study of Collaboration - Case Study countries

Annex 8 – Country and Regional Presence of the Rome-based UN Agencies

Region	Asia & Pacific — FAO	WFP	IFAD	Latin American & Carribbean — FAO	WFP	IFAD	Europe and Central Asia — FAO	WFP	IFAD	Near East & North Africa — FAO	WFP	IFAD
RBA	FAO	WFP	IFAD	FAO	WFP	IFAD	FAO	WFP	IFAD	FAO	WFP	IFAD
Regional Bureau	RAP - Bangkok	RB Bangkok		RLC- Santiago	RB Panama	*Panama HUB (sub-regional)*	REU - Budapest	*In Near East & North Africa*	*In Near East & North Africa*	RNE - Cairo	RB Cairo	Cairo (Sub-regional
Sub-Regional Office		*China Center of Excellence*	**East Asia (Beijing) and SSTC/KM Hub**	**SLM Subregional Office for Mesoamerica (Panama City)**		**Panama HUB**	**SEC Subregional Office for Central Asia (Ankara)**		*Central Asia & Eastern Europe HUB (Istanbul)*	**SNE Subregional Office for the North Africa (Tunis)**		**North Africa & Middle East (Cairo)**
			South Asia (New Delhi)	**SLC Subregional Office for the Caribbean - Bridgetown**		**PERU - Andean and Southern Cone HUB (Peru);**				**SNG Subregional Office for the Gulf Cooperation Council States and Yemen (Abu Dhabi)**		**Central Asia & Eastern Europe HUB (Istanbul),**
			South East Asia (Jakarta			**Brazil ICO + SSTC +KC (Brasilia)**				**SNM Subregional Office for Mashreq Countries (Beirut)**		**Central Asia & Eastern Europe HUB (Istanbul)**
		China Center of Exc	**Mekong HUB (Hanoi)**			**Salvador Operational**				Amman Resilience Hub		**Sudan Hub**
			Dhaka hub									**Rome HUB**
Country Offices	Afghanistan	Afghanistan	Afghanistan	Barbuda			Albania			Algeria	Algeria	
	Bangladesh	Bangladesh	Bangladesh	Argentina			Armenia				Armenia	
	Bhutan	Bhutan		Bahamas			Azerbaijan			Bahrain		
	Cambodia	Cambodia	Cambodia	Barbados			Belarus			Egypt	Egypt	Egypt
	China		China	Belize			Herzegovina				Iran	
	Cook Islands			Bolivia	Bolivia	Bolivia	Georgia			Iraq	Iraq	
				Brazil	Excellence	**Brazil ICO + SSTC**	Kazakhstan			Jordan	Jordan	
	Fiji	Fiji	Fiji	Chile			Kyrgyzstan	*Kyrgyzstan*			Kyrgyzstan	
	India	India	India	Colombia	Colombia		Moldova			Kuwait		
	Indonesia	Indonesia	Indonesia	Costa Rica			Serbia			Lebanon	Lebanon	
	Iran			Cuba	Cuba		Tajikistan			Libya	Libya	
	Kiribati			Dominica			FYR Macedonia			Mauritania		
	Korea DPR	DPR Korea		Dominican Republic	Dominican Rep.		Turkey	*Turkey*	*Turkey (Istanbul) Hub*	Morocco	Morocco	Morocco
	Republic of Korea			Ecuador	Ecuador		Turkmenistan			Oman		
				El Salvador	El Salvador	**El Salvador**	Ukraine	*Ukraine*			Palestine	
	Lao PDR	Lao PDR	Lao PDR	Grenada			Uzbekistan			Qatar		
	Malaysia			Guatemala	Guatemala	Guatemala				Saudi Arabia		Turkey
	Maldives			Guyana						Sudan	Sudan	**Sudan Hub**
	Marshall Islands			Haiti	Haiti	Haiti				Syrian Arab Repu	Syria	
	Micronesia			Honduras	Honduras						Tajikistan	
	Mongolia			Jamaica						Tunisia	Tunisia	
	Myanmar			Mexico						*Turkey (RNE)*	Turkey	**Turkey (Istanbul) Hub**
		Myanmar	Myanmar									
	Nauru			Nicaragua	Nicaragua						Ukraine	
	Niue			Panama		**Panama HUB**				United Arab Emirates		
	Nepal	Nepal	Nepal	Paraguay						Yemen.	Yemen	
	Pakistan	Pakistan	Pakistan	Peru	Peru	Peru Hub						
	Palau			St Kitts and Nevis								
	Papua New Guinea	Papua New Guinea		St Lucia								
	Philippines		Philippines	St Vincent and the Grenadines								
		Philippines										
	Samoa			Suriname								
	Solomon Islands			Trinidad and Tobago								
	Sri Lanka	Sri Lanka	Sri Lanka	Uruguay								
	Thailand			Venezuela.								
	Timor-Leste	Timor Leste										
	Tonga											
	Tuvalu											
	Vanuatu	Vanuatu										
	Viet Nam		Viet Nam									

Note: (1) FAO regional offices have been mapped under the other agencies' geographical divisions. The final mapping will be provided by the evaluation firm during the inception phase.

	FAO - REGIONAL OFFICE FOR AFRICA (GHANA)								
Region	**West & Central Africa**			**Southern Africa**			**East Africa**		
RBA	**FAO**	**WFP**	**IFAD**	**FAO**	**WFP**	**IFAD**	**FAO**	**WFP**	**IFAD**
Regional Bureau	*Regional Resilience, Emergency and Rehabilitation Office for West Africa/Sahel (REOWA) - Dakar*	**RB Dakar**	*West Africa HUB (Dakar) - Subregional hub*	*Resilience Hub of the Subregional Office for Southern Africa (REOSA) - Johannesburg.*	**RB Johannesburg**	*Johannesburg Knowledge Hub*	*Resilience Team of East Africa (RTEA) - Nairobi.*	**RB Nairobi**	*Kenya HUB: Kenya (Subregional)*
Sub-Regional Office	*SFW Subregional Office for West Africa - Dakar*	***Dakar (Regional Bureau)***	**West Africa HUB (Dakar)**	**SFS Subregional Office for Southern Africa - Harare**		**Johannesburg - Angola HUB (Johannesburg)**	**SFE Subregional Office for Eastern Africa - Addis Ababa**		**Ethiopia HUB: Ethiopia**
	SFC Subregional Office for Central Africa - Libreville		**CAMEROON, Yaounde - Central Africa HUB (Yaounde')**						**Kenya HUB: Kenya**
			COTE D'IVOIRE - Coastal Africa HUB (Abidjan)						**Zambia HUB: Zambia, Eritrea**
Country Offices	Angola			Angola	Angola		Angola		
	Benin	Benin		Benin			Benin		
	Botswana			Botswana			Botswana		
	Burkina Faso	Burkina Faso	Burkina Faso	Burkina Faso		Burkina Faso	Burkina Faso		
	Burundi			Burundi			Burundi	Burundi	
	Cabo Verde			Cabo Verde			Cabo Verde		
	Cameroon	Cameroon	Cameroon	Cameroon		Cameroon	Cameroon		
	Central African Re	CAR		Central African Republic			Central African Republic		
	Chad	Chad		Chad			Chad		
	Comoros			Comoros			Comoros		
	Congo		Congo/DRC	Congo	Congo		Congo		
	Congo/DRC		Cote d'Ivoire	Congo/DRC	DR Congo	Congo/DRC	Congo/DRC		
	Côte d'Ivoire	Cote d'Ivoire		Côte d'Ivoire		Cote d'Ivoire	Côte d'Ivoire		
	Democratic Republic of the Congo			Democratic Republic of the Congo			Democratic Republic of the Congo		
	Djibouti			Djibouti			Djibouti	Djibouti	
	Equatorial Guinea			Equatorial Guinea			Equatorial Guinea		
	Eritrea			Eritrea			Eritrea		
	Eswatini			Eswatini	Eswatini		Eswatini		
	Ethiopia			Ethiopia			Ethiopia	Ethiopia	
	Gabon			Gabon			Gabon		
	Gambia	Gambia		Gambia			Gambia		
	Ghana	Ghana	Ghana	Ghana		Ghana	Ghana		
	Guinea	Guinea	Guinea	Guinea		Guinea	Guinea		
	Guinea-Bissau	Guinea-Bissau		Guinea-Bissau			Guinea-Bissau		
	Kenya			Kenya			Kenya	Kenya	Kenya
	Lesotho			Lesotho	Lesotho		Lesotho		
	Liberia	Liberia		Liberia			Liberia		
				Madagascar	Madagascar		Madagascar		
	Malawi			Malawi	Malawi		Malawi		
	Mali	Mali	Mali	Mali		Mali	Mali		
		Mauritania							
	Mauritius			Mauritius			Mauritius		
	Mozambique			Mozambique	Mozambique		Mozambique		
	Namibia			Namibia	Namibia		Namibia		
	Niger	Niger	Niger	Niger		Niger	Niger		
	Nigeria	Nigeria	Nigeria	Nigeria		Nigeria	Nigeria		
	Rwanda			Rwanda			Rwanda	Rwanda	
	Sao Tome and Pri	S.Tome & Principe		Sao Tome and Principe			Sao Tome and Principe		
	Senegal	Senegal	Senegal	Senegal		Senegal	Senegal		
	Seychelles			Seychelles			Seychelles		
	Sierra Leone	Sierra Leone	Sierra Leone	Sierra Leone		Sierra Leone	Sierra Leone		
	Somalia			Somalia			Somalia	Somalia	
								South Africa (Regional Bureau)	South Africa
	South Africa			South Africa			South Africa		
	South Sudan			South Sudan			South Sudan	South Sudan	
	Tanzania			Tanzania	Tanzania		Tanzania		
	Togo	Togo							
							Uganda	Uganda	
				Zambia	Zambia				Zambia
				Zimbabwe	Zimbabwe				