

# **UPDATE ON COLLABORATION AMONG THE ROME-BASED AGENCIES**



## **Informal Consultation**

**4 September 2013**

**World Food Programme**  
Rome, Italy



---

## EXECUTIVE SUMMARY

The United Nations Rome-based agencies – the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development and WFP – continued to enhance collaboration at the global, regional and national levels during 2011 and 2012, including through increased dialogue among senior management on the reform processes of the three agencies.

The agencies have identified enhanced partnerships, including with each other, as a priority, and will incorporate this priority into their respective strategic frameworks.

The agencies share a common vision of promoting world food security through the twin-track approach of alleviating hunger with food assistance, nutrition support measures and social protection instruments, while eliminating the root causes of hunger and poverty. The latter involves providing long-term support to sustainable agricultural and rural development, giving priority to improving the capacities of smallholder farmers, and increasing support for women, children and unemployed youth.

Continuing unacceptably high levels of hunger and food insecurity, the food and financial crises, unusual price volatility, and large-scale emergencies have added impetus to the agencies' joint activities. Collaboration is being consolidated at the senior management and technical levels, focusing on high-level policy advocacy on food security and nutrition, particularly in the post-2015 process and through the new terms of reference for the High-Level Task Force on the Global Food Security Crisis, which call for a stronger hub in Rome, centred on the Rome-based agencies, and a new work plan based on the United Nations Secretary-General's Zero Hunger Challenge. Ongoing preparations for Expo Milano 2015, whose theme is "Feeding the Planet, Energy for Life", offer opportunities for the three agencies to work together and assume leadership in coordinating the participation of other United Nations agencies.

Country-level actions continue to receive priority attention, particularly smallholder development, including through Purchase for Progress. Joint advocacy and communications, and common services have been strengthened. Areas of achievement in collaboration among the Rome-based agencies include: i) enhanced coordination in mechanisms and processes, at the global, regional and country levels; ii) enhanced country-level collaboration, such as in Mozambique; iii) joint assessments; iv) support to the reformed Committee on World Food Security and its evolution into the foremost inter-governmental, international and multi-stakeholder platform for food security and nutrition; and v) the global humanitarian cluster system, particularly the Global Food Security Cluster.

---

## INTRODUCTION

1. This report is based on the 2009 document “Directions for Collaboration among the Rome-Based Agencies” (RBAs),<sup>1</sup> which set out the following basis for collaboration among the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD) and WFP:

*“Global challenges such as climate change and the food security crisis have provided new impetus for enhancing cooperation among the Rome-based agencies. By drawing on their respective comparative advantages, FAO, IFAD and WFP can collectively [...] assist in global efforts to eradicate chronic hunger and poverty and improve food access for poor and vulnerable people.”*

2. The document included a four-pillar framework for collaboration: i) policy advice, knowledge and monitoring; ii) operations; iii) advocacy and communication; and iv) administrative collaboration.
3. Since 2009, views on the relationship between the first two pillars have changed significantly. There is recognition that the conventional separation of policy/knowledge and operations may lead to institutional rigidity and that it is preferable to conceive policy and programme activities holistically and promote linkages between them. The organizational reforms undertaken by the RBAs reflect this recognition, and this report presents operational and policy activities together.
4. The overall objectives of RBA collaboration remain as in 2009:
  - to collaborate with a common vision to promote world food security on the basis of the “twin track approach” to alleviating hunger through food assistance, nutrition support measures and social safety nets, and eliminating the root causes of hunger and poverty through long-term support to agricultural development and smallholder farmers.
  - to strengthen the capacities of the RBAs to [...] provide] guidance and support to the international community; and
  - to assist member countries in achieving the Millennium Development Goals (MDGs) [and designing the post-2015 agenda].

---

<sup>1</sup> WFP/EB.2/2009/11-C, presented to the Board in November 2009.

5. The RBAs have agreed to the following guiding principles for collaboration:
  - i) partnerships are an integral part of the RBAs' mandates; ii) partnership is not an end in itself, but rather a means for increasing synergy, effectiveness and efficiency; iii) a proactive approach is important for learning from experiences; iv) collaboration is in line with United Nations system-wide coherence; and v) collaboration is driven by country-level processes. However, the RBAs recognize that the country level is not always the most efficient locus for effective action, especially for setting norms and standards, designing information systems, advocacy and mobilizing resources.
6. This report presents the main achievements in RBA cooperation since the 2011 update and identifies focus areas and strategies for the future. It has been developed jointly by the three RBAs.

---

## **ADVANCING SHARED POLICY AND PROGRAMME AGENDAS**

7. The expected outcomes of RBA collaboration in this area are:
  - strengthened national and international policy development and implementation; better access to information;
  - creation of globally recognized frameworks and tools;
  - effective and efficient operations on the ground;
  - improved resource mobilization and overall performance; and
  - increased capacity to operate in multidisciplinary contexts.

### ***I. Revitalizing nutrition as a programme priority***

8. Nutrition, including improved nutritional outcomes from interventions by United Nations agencies, has become a priority area for addressing food insecurity and fostering sustainable development.

#### ***Renewed Efforts Against Child Hunger (REACH)***

9. FAO, IFAD and WFP partner with the United Nations Children's Fund (UNICEF) and the World Health Organization (WHO) in the Scaling Up Nutrition initiative, the Renewed Efforts Against Child Hunger (REACH) initiative and the Standing Committee on Nutrition (SCN). REACH uses a multisectoral approach that recognizes the interconnections among food security, nutrition, health, education, agriculture and child care, and the need for more effective coordination of programmes addressing undernutrition at the country level.
10. In 2010, the Canadian International Development Agency (CIDA) funded REACH work in eight countries in Africa and Asia. Other major donors since 2010 include the European Union, the United States of America and the Bill & Melinda Gates Foundation. In 2012, the REACH initiative expanded to 13 countries, deploying 20 REACH coordinators. REACH supports in-country

coordination of United Nations/partner support to governments, while the SCN focuses on global standards and policy harmonization, knowledge sharing, advocacy and strategic evaluation. Through REACH and the SCN, the RBAs coordinate and support stakeholders' activities for food and nutrition security, in partnership with host governments. Rwanda and Burundi have joint nutrition programmes under REACH.

11. An important area of FAO–WFP collaboration in nutrition at the global and country levels is the promotion of school-based approaches that associate school gardens and nutrition education with school feeding programmes, and promote linkages between school feeding and local smallholders.

## ***II. Strengthening the global institutional architecture for nutrition and food security***

### ***G8/G20 collaboration***

12. FAO, IFAD and WFP worked with other international organizations on policy inputs for the G8 and the G20. An outcome of the G8 hosted by the United States of America in 2012 is the New Alliance for Food Security and Nutrition. The RBAs prepared common positions on food security issues for presentation at G20 meetings of bodies such as the Development Working Group. The RBAs are members of the Secretariat of the Agricultural Market Information System (AMIS), a G20 initiative launched in September 2011 to coordinate policy action in response to international price volatility and enhance food market transparency. The Secretariat is based at FAO. In its first year, AMIS developed a database on the supplies of and demands for commodities, and identified several priority areas for monitoring the global market and predicting market disturbances.

### ***Economic and Social Council (ECOSOC) collaboration***

13. The RBAs also collaborate in addressing the root causes of food insecurity and hunger, in which the promotion of more and better employment and entrepreneurial opportunities in agriculture and rural areas is crucial. During the 2012 Annual Ministerial Review (AMR) at the Economic and Social Council (ECOSOC) substantive session – on “Promoting Productive Capacity, Employment and Decent Work to Eradicate Poverty in the Context of Inclusive, Sustainable and Equitable Economic Growth at all Levels for Achieving the MDGs” – the International Labour Organization, FAO and IFAD organized a joint side event in collaboration with the United Nations Department of Economic and Social Affairs, WFP and the World Bank on the theme “More and Better Rural Jobs for Achieving Food Security”. Discussions contributed to the AMR’s final recommendations.

### *Committee on World Food Security (CFS)*

14. The reformed Committee on World Food Security (CFS), whose Secretariat consists of FAO, IFAD and WFP staff, consolidated its role as the foremost inter-governmental, international and multi-stakeholder platform for food security and nutrition. The RBAs are members of the advisory group to the CFS Bureau.
15. As CFS participants, co-financiers and Secretariat members, the RBAs made important contributions to development of the “Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security” – one of the CFS’s main achievements. The guidelines contribute to the overarching goal of achieving food security for all and support the progressive realization of the right to adequate food as part of national food security. In recent months, FAO and IFAD have used the guidelines in developing their country-level cooperation.
16. The RBAs have contributed to other important CFS outcomes, such as endorsement of the first version of the Global Strategic Framework on Food Security and Nutrition,<sup>2</sup> agreement to launch consultations on preparation of an Agenda for Action to Address Food Insecurity in Protracted Crises,<sup>3</sup> and terms of reference (TOR) for developing principles for responsible agricultural investment and recommendations for policy round table discussions in the CFS plenary.

The Improved Global Governance for Hunger Reduction Programme, which places inter-agency collaboration at the core of its strategy, is helping to strengthen collaboration among the RBAs. The programme is funded by the European Union with additional resources from FAO. It is managed by FAO, collaborates with IFAD and WFP, and provides funding to the CFS and the Food Security Information Network.

### *High-Level Task Force on the Global Food Security Crisis (HLTF)*

17. In 2011 and 2012, the RBAs continued joint efforts to address the effects of high and volatile food prices on the most vulnerable people within the High-Level Task Force on the Global Food Security Crisis (HLTF). The HLTF ensures coordination and coherence among its members on rising food prices; assesses risks, humanitarian impacts and programme and policy implications; and develops joint positions, including joint messaging for Rio+20 and the post-2015 process.

---

<sup>2</sup> <http://www.fao.org/docrep/meeting/026/ME498E.pdf>

<sup>3</sup> FAO. 2012. *High Level Expert Forum on Addressing Food Insecurity in Protracted Crises Report*, 13–14 September 2012. Rome. Available at [http://www.fao.org/fileadmin/templates/cfs\\_high\\_level\\_forum/documents/REPORT\\_HLEF.pdf](http://www.fao.org/fileadmin/templates/cfs_high_level_forum/documents/REPORT_HLEF.pdf)

18. In February 2013, the HLTF Principals agreed to new TOR, with significant implications for RBA collaboration. The new TOR call for continuing “light-touch” advocacy and coordination, while reorienting the HLTF work plan around the Secretary-General’s Zero Hunger Challenge and its five pillars: zero hunger; elimination of stunting in children under 2 years of age; sustainability of all food systems; doubling of smallholder farmers’ productivity and incomes; and elimination of food losses and waste.

### ***Global clusters in humanitarian response***

19. WFP and FAO are co-leads of the global Food Security Cluster (gFSC), operational since April 2011. The gFSC involves more than 35 participating organizations and supports up to 40 national coordination systems. Increased engagement by lead agencies and partners has made the cluster an effective tool for humanitarian food security response. Similar co-lead arrangements exist in several country situations and are being promoted as an optimal way forward. The two agencies have enhanced their collaboration in mainstreaming a gender perspective into emergency and rehabilitation programmes and developing the gender competencies of humanitarian staff.
20. The gFSC has a multi-institutional global support team based in WFP Headquarters, Rome comprising FAO, the Inter-Agency Standing Committee’s Gender Standby Capacity (GenCap), HelpAge, the International Federation of Red Cross and Red Crescent Societies, the Norwegian Refugee Council’s ProCap and WFP. The gFSC training programme has served more than 200 potential and actual cluster coordinators and information managers from WFP, FAO, non-governmental organizations (NGOs), and Red Cross and Red Crescent societies. FAO is developing an e-learning component for the gFSC.
21. A joint WFP/FAO gFSC evaluation in 2013/14 will provide a more detailed assessment of the cluster’s achievements.
22. The partnership between FAO and the WFP-led logistics cluster has been strengthened through FAO’s increased participation in cluster activities. Since 2013, FAO has used logistics cluster cargo movement services in its Haiti, Libya, Somalia, South Sudan and Syrian Arab Republic operations.
23. FAO and WFP also collaborate in global clusters on nutrition, led by UNICEF, and emergency telecommunications, led by WFP.

### ***Food security information systems***

24. The RBAs collaborate regularly on *The State of Food Insecurity in the World* (SOFI) reports; the 2009, 2010, 2011 reports were prepared by FAO and WFP, with IFAD joining for SOFI 2012. SOFI 2013 will present estimates of the prevalence of undernourishment and assess the factors that shape progress in reducing hunger, both globally and in selected countries.



25. Under the joint strategy on information systems for food and nutrition security, endorsed in 2011, WFP and FAO, in collaboration with the International Food Policy Research Institute (IFPRI), launched the Food Security Information Network (FSIN) in 2012. FSIN aims to build a global community to assist countries and regions in strengthening their own food security information systems. The network will focus on South–South capacity development and identifying financial resources, while building a community of regional and national networks, academics, NGOs, international organizations and resourcing partners.
26. WFP, FAO and other partners continued to support implementation of the Integrated Food Security and Humanitarian Phase Classification (IPC) through the IPC steering committee. The IPC is a standardized scale for describing varying food security situations in 30 countries in Africa, Latin America and Asia. An IPC regional project, funded by the European Union and covering six Asian countries, was completed in March 2013, with 190 participants trained in Afghanistan, Bangladesh, Cambodia, Nepal, Pakistan and the Philippines.

#### *Food security assessments*

27. Since 2011, WFP and FAO have carried out joint emergency food security assessments in Chad, Guatemala, Honduras, Nicaragua, the Philippines and the Syrian Arab Republic. When governments call for multi-sector emergency needs assessments after a crisis, FAO and WFP generally lead the assessment of food security and livelihood aspects on behalf of the United Nations. Joint needs assessments for food security and livelihood recovery have been carried out in Pakistan since 2010, and more are foreseen.
28. FAO and WFP collaborate on disseminating data from comprehensive food security and vulnerability analyses through CountrySTAT, a web-based system for managing and disseminating food and agriculture statistics at the national and sub-national levels. In 2012 and 2013, WFP and FAO implemented joint crop and food security assessment missions (CFSAMs) in Ethiopia, the Democratic People’s Republic of Korea, Madagascar, South Sudan and the Syrian Arab Republic. CFSAMs are undertaken at the request of governments, in countries with emergencies related to agricultural production or food availability problems.

### *III. Promoting food security, nutrition, sustainable agriculture and rural transformation in the post-2015 process*

29. In collaboration with Bioversity International, the RBAs contributed to the United Nations Conference on Sustainable Development (Rio+20), which marked a milestone in the sustainable development agenda. Hunger, food

security and nutrition, agriculture, resilience-building and gender equality were among the priority issues, and disaster risk reduction and social protection were also included in the outcome document. The United Nations Secretary-General launched the Zero Hunger Challenge at an RBA side event.

30. The Secretary-General is facilitating inclusive and consultative actions on the post-MDG process, involving a broad range of stakeholders. Actions have included establishing a United Nations Task Team (UNTT) to support the process. In 2012, a major outcome of RBA participation in the UNTT was the report on Realizing the Future We Want for All, with hunger, food and nutrition featuring prominently among the sustainable development dimensions. More recently, the RBAs worked in the UNTT Technical Support Team for the open working group (OWG) on sustainable development goals, the main Member State-led forum resulting from Rio +20 for discussion of the post-2015 sustainable development agenda. The RBAs have also prepared a joint statement for the OWG on employment and inclusive growth, acknowledging the importance of promoting decent employment and access to social protection in rural areas for achieving the global goals of poverty reduction, food security and more inclusive growth.
31. WFP and FAO led the global thematic consultation on hunger, food security and nutrition, together with IFAD and Bioversity International. Participants concluded that the vision of ending hunger, food insecurity and malnutrition by 2015 is achievable but requires elements that include: i) priority for women and small producers as agents of change; ii) attention to nutrition as essential to achieving food security and poverty reduction; iii) sustainable food production and consumption; iv) a central role for the rural sector, where two-thirds of the world's poor live; and v) promotion of resilience to challenges.

#### **Tokyo International Conference on African Development (TICAD) V**

The RBAs provided inputs to the fifth session of the Tokyo International Conference on African Development (TICAD V) in Yokohama in May 2013. Each agency delivered a joint statement during thematic sessions on strengthening sectoral bases for growth (IFAD); towards the post-2015 development agenda (FAO); and gender equality – advancing the empowerment of women (WFP).

#### *IV. Strengthening country-level collaboration*

32. Areas of country-level RBA cooperation include agricultural projects, joint food security assessments and thematic groups, food for work, food for training and microcredit programmes. IFAD funded 29 FAO projects in 2011 and 27 in 2012. The FAO Investment Centre fielded 86 missions to support IFAD investments and upstream work in 2011 and 63 in 2012, with substantive contributions to 11 investment projects in 2011 and 14 in 2012. In 2012, FAO and WFP collaborated on 105 projects in 58 countries, and IFAD and WFP on 11 projects in 10 countries; in 2011, FAO and WFP collaborated on 86 projects in 50 countries, and IFAD and WFP on 9 projects in 11 countries.
33. Country-level collaboration between FAO and IFAD is primarily on investment projects funded by IFAD with FAO providing technical assistance. Much of this assistance is from the FAO Investment Centre, which is involved in the preparation of about 20 percent of IFAD-financed projects.

#### *Award of excellence*

34. In February 2013, the Mozambique Country Team of FAO, IFAD and WFP received the first Award of Excellence for Working Together in Partnerships in recognition of its achievements in Delivering as One across a spectrum of areas. Building on the comparative advantage of each agency, the RBAs in Mozambique are engaged in such activities as improving food availability and access along the value chain, increasing the demand for and use of nutritious foods, and ensuring resilience to shocks through risk reduction and climate change adaptation. The joint programme combined WFP's procurement requirements with the technical expertise of FAO and IFAD in production, storage, business management and access to credit.
35. The objective of the programme was to increase smallholder incomes and improve livelihoods in rural areas. Outcomes included better storage options for farmers and their associations, improved post-harvest handling, and more access to markets. Access to credit through the Guarantee Fund supported by IFAD provided capital that enabled smallholders to commercialize their production.
36. Other country teams nominated for the award were Afghanistan, the Plurinational State of Bolivia, Burkina Faso, Kenya, Kyrgyzstan, Lesotho, Madagascar, the Niger and the Philippines.

### **Coffee rust crisis in Central America**

FAO and WFP are collaborating with other regional actors to develop a regional action plan for establishing an integrated approach to mitigating the negative impact of the coffee rust crisis and restoring the productive capacity of affected coffee farms. Addressing the socio-economic impact will require an evidence-based analysis of the affected communities, to define the immediate, medium- and longer-term activities needed to guarantee the food and nutrition security of affected workers and to restore their productive capacity. FAO and WFP have devised a two-prong approach: i) assessment of the socio-economic impacts of the coffee rust on employment, production, and food and nutrition security; and ii) design and management of compensation and mitigation measures to cope with these impacts, particularly for the most vulnerable producers and families.

## ***V. Building resilience in recurrent crises***

### ***United Nations Action Plan on Disaster Risk Reduction for Resilience***

37. FAO and WFP are applying the United Nations Action Plan on Disaster Risk Reduction for Resilience, which was completed in March 2013. The plan will accelerate the integration of disaster risk reduction into all United Nations country-level operations and support implementation of the Hyogo Framework for Action.

### ***Weather Risk Management Facility (WRMF)***

38. The IFAD/WFP Weather Risk Management Facility (WRMF) supports the development of innovative weather and climate risk management tools – such as weather index insurance – that improve rural livelihoods and reduce hunger. The WRMF was launched in 2008 with support from the Bill & Melinda Gates Foundation. Since then, it has tested weather index insurance in China and Ethiopia, compiling a landmark study reviewing 36 index insurance pilots.

### ***Intergovernmental Authority on Development (IGAD) Regional Disaster Resilience and Sustainability Platform***

39. FAO and WFP worked together at the regional level to improve resilience following the 2011 Horn of Africa crisis. Both agencies have been members of the Intergovernmental Authority on Development (IGAD) Regional Disaster Resilience and Sustainability Platform since its inception and helped develop components of the Regional Disaster Resilience and Sustainability Platform at the national and regional levels. Collaboration on resilience started during joint development of the Plan of Action for the Horn of Africa by FAO, WFP and Oxfam.

## ***VI. Improving capacities for national and international market participation***

### ***Purchase for Progress (P4P)***

40. Since the inception of WFP's five-year Purchase for Progress (P4P) pilot in 2008, FAO and IFAD have been core strategic and operational partners. Guided by a June 2008 memorandum of understanding, opportunities for strengthening partnerships continued throughout 2012.
41. P4P has engaged FAO in 16 pilot countries and IFAD in five. FAO's technical support to farmers' organizations working with P4P is funded through co-funding from P4P resourcing partners, financial support from P4P, or FAO's own complementary funding. Field-level collaboration with IFAD focuses on access to credit.
42. The participation of FAO and IFAD in the P4P technical review panel (TRP) – a group of nine experts in agriculture and market development – has been crucial in guiding development of the P4P monitoring and evaluation system and supporting implementation. In 2012, the TRP reviewed emerging P4P data and provided recommendations on strengthening analysis of P4P's impact.
43. The FAO Investment Centre is working with WFP on a cost-benefit analysis of P4P in El Salvador, Malawi, Mali and the United Republic of Tanzania. This seven-month study is co-funded by the two organizations, and seeks to quantify the costs and benefits of the five-year P4P pilot. It will be completed in January 2014.

### ***Purchase from Africans for Africa***

44. Field-based partnership is combined with South–South collaboration in the Purchase from Africans for Africa initiative, with FAO and P4P connecting smallholder farmers to school feeding programmes in Ethiopia, Malawi, Mozambique, the Niger and Senegal. This small-scale pilot initiative provides a platform for FAO and P4P engagement at the operational level, with South-South experience exchange through the support of Brazilian experts.

### ***Capacity building in rural finance***

45. A partnership for capacity development in rural finance was established ten years ago among IFAD, FAO, the German Agency for International Cooperation, the World Bank and the United Nations Capital Development Fund. The partnership aims to facilitate collaboration among agencies to increase access to finance and investment for inclusive agricultural and rural development.

## ***VII. Advancing gender and women's empowerment***

46. The RBAs and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) are spearheading United Nations joint actions to support rural women's economic empowerment. Efforts include the launch of a five-year joint programme on Accelerating Progress towards Rural Women's Economic Empowerment, which will be implemented in Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, the Niger and Rwanda. Between September and December 2012, national stakeholders participated in consultation workshops in Guatemala, Kyrgyzstan, Nepal and the Niger to shape joint national programmes. Between May and June 2013, Rwanda and Liberia launched their national programmes. The RBAs commemorate International Women's Day jointly and raise awareness on critical gender-related issues. In East and Central Africa, FAO and WFP collaborate on the regional Gender and Rural Livelihoods Network with other United Nations agencies, NGOs and resourcing partners, and are developing a regional joint gender programme with IFAD.
47. Prior to the 2012 session of the Commission on the Status of Women, UN Women, in collaboration with the RBAs, organized an expert meeting on "Enabling Rural Women's Economic Empowerment: Institutions, Opportunities and Participation" in Accra, Ghana. The four agencies drew up policy and programme recommendations for governments, the United Nations system, civil society and other stakeholders and prepared a factsheet on the status of rural women against each MDG.

---

## **ADVOCACY AND COMMUNICATION**

48. The expected outcomes are:
  - more effective participation and advocacy in international fora; and
  - improved public awareness of inter-agency collaboration.
49. Communications and advocacy are mainstreamed in all the RBAs' joint operations.
50. The communications chiefs of all United Nations agencies meet annually to discuss coordination of activities and other communication issues. In 2013, the meeting took place in Rome for the first time, organized by the RBAs, hosted by IFAD and attended by representatives from 30 United Nations agencies, the World Bank and the International Monetary Fund. Topics included global food security, communication challenges in the Syrian Arab Republic and the Middle East, core messages for Expo Milano 2015, impacts and best practices in social media, and the post-2015 development agenda. Expo Milano 2015, on

"Feeding the Planet, Energy for Life", will run from 1 May to 31 October 2015; the Secretary-General has designated the RBAs as the coordinators of United Nations participation. Since July 2012, the RBAs have collaborated in the senior-level steering group and at an operational level in the United Nations-Expo 2015 Team.

51. The RBAs are producing a joint glossary of frequently used terms, to improve consistency in terminology with common definitions of terms such as food security, nutrition, malnutrition and nourishment.
52. Since 2010, the RBAs have co-produced the Hungry Planet, a web-based television series that highlights pressing rural development issues. The series airs on UNTV in New York, and on South African and Italian television channels. IFAD contributes the resources for packaging each episode.
53. Social media create more opportunities for RBAs to collaborate; since 2011, the three agencies have participated in and contributed to each other's social media campaigns, amplifying the messages and raising awareness about agriculture, rural development, food security and nutrition.
54. With Bioversity International and other partners, the RBAs hold the Hunger Run every October. This walk/run through central Rome helps build awareness of hunger and raises funds to support a specific field project. Proceeds from the 2012 event helped finance a joint RBA project for hunger-stricken communities in the district of Mwingi in Kenya.

#### **South-South cooperation**

In 2012, FAO and IFAD agencies jointly promoted South-South cooperation efforts at the Solution Forum on Agriculture and Food Security during the Global South-South Development Expo hosted by the United Nations Industrial Development Agency in Vienna. This year, the expo will be hosted by the United Nations Environment Programme in Nairobi, and FAO and IFAD will facilitate the participation of southern institutions for addressing challenges in the environment, agriculture and food security.

---

## ADMINISTRATIVE COLLABORATION

55. The expected outcome is:
  - increased effectiveness and efficiency savings.
56. The RBAs are exploring opportunities for harmonizing their business practices to reduce costs, capitalize on experience and expertise, and facilitate increased efficiency and effectiveness by increasing their purchasing power.
57. The heads of RBA administrative services meet regularly to identify opportunities for collaboration, including moving staff, in both the professional and general service categories, among the agencies.
58. The RBAs have reduced the costs of their administrative services by working together on procurement, financial services, travel and other initiatives, pooling their resources and expertise for increased, long-term common benefit.

### *Common procurement*

59. Common procurement of equipment, services and utilities by the RBAs has consistently brought efficiencies to the administrative services of the agencies' respective headquarters. In 2011 and 2012, the RBAs operated through their Common Procurement Team, after successful piloting in 2010. Over the past three years, common bidding activities totalled US\$41 million in expected value from 31 tenders.

### *Financial services*

60. Cooperation among the RBAs' treasury departments has significantly increased, particularly in knowledge management and field office support. The treasurers of the three agencies participate in each other's investment committees, helping to share knowledge and best practices.

### *Human resources management*

61. The RBAs regularly consult on human resources matters, with a view to adopting a common position where possible. Examples of collaboration include entitlements and benefits for Rome-based staff and review of the mandatory age of retirement.

### *Headquarters security*

62. *Sharing of information.* The security services of the RBAs have adopted a common security risk assessment matrix and a security plan for United Nations staff in Italy.



63. *Training.* The focus is on minimizing the costs of training for a larger base of trainees. In the past two years, more than 160 RBA staff members participated in joint security awareness training on biological and chemical terrorist threats, suspicious mail, bomb threats and others.

### ***Medical services***

64. Using the joint tender process the RBAs contracted a new medical evacuation company – Europ Assistance – that offers air ambulance services to evacuate field-deployed employees of the RBAs and the United Nations Office for Project Services, which joined the contract. The RBAs are jointly updating their pandemic preparedness plans, for communication to their field offices for the updating of inventories of medical supplies.
65. All medical supplies for the three agencies are purchased centrally, permitting bulk purchases with significant cost savings.

### ***Information and communications technology***

66. The chief information officers of the RBAs meet twice a month to discuss information technology (IT) issues and ongoing initiatives, including the cross-linking of websites, shared access to Intranet sites, cross-agency participation of IT directors as advisers in each other's IT governance bodies, use of emergency IT supply facilities in Dubai, a multi-agency framework for data communications in the field, coordinated use of video conference services, and shared leasing of IT equipment.

### ***Common premises***

67. In February 2013, the FAO Director-General and the IFAD President signed a framework agreement by which FAO will assist IFAD in establishing country offices at FAO premises in selected countries. The agreement is designed to enhance long-standing cooperation between the two agencies.

### ***The way forward***

#### ***Second International Conference on Nutrition (ICN2)***

68. FAO and WHO – in cooperation with IFAD, WFP, IFPRI, the United Nations Educational, Scientific and Cultural Organization, UNICEF, the World Bank, the World Trade Organization and the HLTF – are organizing the Second International Conference on Nutrition (ICN2), to be held at FAO Headquarters from 19 to 21 November 2014. This inter-governmental, high-level ministerial conference will seek to propose a flexible policy framework for addressing major nutrition challenges and identify priorities for international cooperation.

### *Technical collaboration*

69. The RBA strategy working group, set up following a decision by the heads of the three agencies to develop shared priorities, has identified the following priorities for the medium term: i) advancing tenure rights and access to land, fisheries and forest through the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security; ii) deepening collaboration on the development and roll-out of P4P in the post-pilot phase, including good practices and lessons learned; iii) emphasizing the importance of family farming at the national, regional and global levels; and iv) pursuing nutrition efforts and partnerships.
70. Launch of the International Year of Family Farming in 2014 provides the RBAs with opportunities to join forces with other agencies in promoting the sustainable systems used by farming families and highlighting the essential role of smallholders, particularly women, in alleviating hunger and poverty and protecting the environment and biodiversity.
71. Following adoption of the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011–2020 at the Fourth United Nations Conference on the Least Developed Countries held in May 2011 in Istanbul, Turkey, in October 2012 the RBAs formed a Working Group on Agriculture, Food Security and Nutrition and Rural Development in Least Development Countries to contribute to the implementation of the Istanbul Programme of Action in those areas.

### *Reducing food losses through improved post-harvest management*

72. In 2011, a global report on food losses highlighted the volume and significant value of global food losses and waste, estimated to exceed a staggering US\$1 trillion a year. Post-harvest food losses, occurring between the field and the market, often exceed 30 percent of the total annual grain production of sub-Saharan Africa, and are higher than the total volume of food aid sent to that region over the last decade. One of the surest ways of increasing food security is to ensure that food is not lost between the farm and the consumer.
73. IFAD and WFP have joined the Global Initiative on Food Loss and Waste Reduction – the Save Food Initiative – founded and developed by FAO and Messe Düsseldorf, a private-sector organization and organizer of international fairs for the food packaging and processing industry.
74. Under a project on post-harvest management in sub-Saharan Africa, currently being negotiated with the Swiss Agency for Development and Cooperation, the RBAs will provide joint support to post-harvest management in Burkina Faso, the Democratic Republic of the Congo and Uganda. The project aims to reduce current loss levels in selected supply chains by 25 percent and increase the income of smallholder farmers by 10 percent.

### *Outcome measurement and evaluation*

75. The outcomes of administrative and operational collaboration can be measured in terms of administrative cost avoidance, improvements in the costs obtained compared with market costs and, ideally, direct cost savings. Experience has shown that the impact of joint tendering on direct costs may vary considerably from agency to agency, and in some cases joint tendering may even increase costs. Overall, however, the advantages of joint tendering have been significant, and could be increased. Consideration must also be given to whether the current structure of the Common Procurement Team best meets the requirements of the three agencies or should be strengthened to address identified shortcomings.
76. The outcomes of cooperation in policy advice and knowledge sharing are not yet quantifiable, but the RBA strategy working group recommends that the RBAs increase their sharing of data and approaches to enhance efficiency and effectiveness in meeting common objectives. This area is also emphasized in the Quadrennial Comprehensive Policy Review.
77. As noted, planned evaluations of joint programme work include a joint FAO/WFP gFSC evaluation for 2013/14 and the evaluation of CIDA-funded REACH countries in 2014.

---

## ACRONYMS USED IN THE DOCUMENT

AMIS	Agricultural Market Information System
AMR	Annual Ministerial Review
CFS	Committee on World Food Security
CFSAM	crop and food supply assessment mission
CIDA	Canadian International Development Agency
ECOSOC	Economic and Social Council
FAO	Food and Agriculture Organization of the United Nations
FSIN	Food Security Information Network
gFSC	global Food Security Cluster
HLTF	High-Level Task Force on the Global Food Security Crisis
ICN2	Second International Conference on Nutrition
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
IGAD	Intergovernmental Authority on Development
IPC	Integrated Food Security and Humanitarian Phase Classification
IT	information technology
MDG	Millennium Development Goal
NGO	non-governmental organization
OWG	open working group
P4P	Purchase for Progress
RBA	Rome-based agency
REACH	Renewed Efforts Against Child Hunger
SCN	United Nations System Standing Committee on Nutrition
SOFI	<i>The State of Food Insecurity in the World</i>
TICAD	Tokyo International Conference on African Development
TOR	terms of reference
TRP	technical review panel
UNICEF	United Nations Children’s Fund
UNTT	United Nations Task Team
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
WHO	World Health Organization
WRMF	Weather Risk Management Facility