



**World Food
Programme**

**Executive Board
Second Regular Session**

Rome, 9–13 November 2015

POLICY ISSUES

Agenda item 4

For consideration



Distribution: GENERAL
WFP/EB.2/2015/4-C/Rev.1
20 October 2015
ORIGINAL: ENGLISH

UPDATE ON COLLABORATION AMONG THE ROME-BASED AGENCIES

A WFP Perspective

Executive Board documents are available on WFP's Website (<http://executiveboard.wfp.org>).

NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for consideration.

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the focal point indicated below, preferably well in advance of the Board's meeting.

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EXECUTIVE SUMMARY

The Food and Agriculture Organization of the United Nations, the International Fund for Agriculture Development and WFP continued their collaboration in 2014–2015. Senior management met regularly and identified shared priority areas for 2015: the post-2015 development agenda, support to the Committee on World Food Security, resilience, nutrition, and post-harvest losses and waste. Achievements included:

- country-level collaboration on 21 projects in 18 countries in 2014, up from 16 projects in 13 countries in 2013;
- enhanced strategic coordination in major global processes, including the post-2015 development agenda and the Third International Conference on Financing for Development in Addis Ababa;
- elaboration of a joint conceptual framework for strengthening resilience for food security and nutrition;
- enhanced dialogue and coordination in resilience, nutrition, gender, financial inclusion, smallholder productivity and South–South cooperation;
- expanded administrative and other collaboration to improve effectiveness in areas such as staff welfare, evaluation and oversight; and
- increased joint outreach through major events such as Expo Milano and the major global processes.

Plans for the future include continuing to support major global processes for achieving zero hunger; enhancing country- and regional-level collaboration; implementing the joint framework on resilience; strengthening dialogue on thematic areas of strategic importance; and identifying opportunities for increasing effectiveness and efficiency.

DRAFT DECISION^{*}

The Board takes note of “Update on Collaboration Among the Rome-Based Agencies: A WFP Perspective” (WFP/EB.2/2015/4-C/Rev.1) and encourages further action on the way forward described in paragraphs 55 to 62, taking into account considerations raised by the Board during its discussion.

^{*} This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.

SCOPE

1. This document provides an update on collaboration among the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD) and WFP. It reports on the achievements of joint initiatives since the last update, outlines best practices and lessons learned and considers the way forward.
2. The basis for collaboration among the Rome-based agencies (RBAs) is the 2009 document “Directions for Collaboration among the Rome-Based Agencies”, which is also referred to in the 2014 document “WFP Corporate Partnership Strategy”.
3. The qualitative information in this update was collected from the interactive knowledge-sharing database on RBA collaboration established in 2014, covering activities at the headquarters, regional and country levels.

POLICY, PROGRAMMING AND OPERATIONS

Best Practice Partnerships at the Country and Regional Levels

⇒ *Zambia*

4. The relationship among the RBAs has been maturing over several years, driven by a strong partnership culture in the three country teams. Major achievements include: i) a 2009 Memorandum of Understanding identifying priority thematic areas for collaboration; ii) detailed mapping of activities and geographical coverage in 2013; and iii) establishment of an RBA technical working group in 2014. The RBAs jointly support several activities around Purchase for Progress (P4P), school feeding, nutrition and FAO’s Conservation Agriculture Scaling Up project, demonstrating high flexibility in adjusting activities to ensure complementarity of interventions. This linkage helped expand smallholder farmers’ market opportunities and helped to strengthen their capacities in controlling the quality and quantity of their products and in post-harvest handling.
5. The RBAs are moving towards more ambitious multi-year joint programming, building on existing partnerships and taking their collaboration in Zambia to the next level. In particular, as part of the United Nations country team, the RBAs will be leaders in shaping the 2016–2021 United Nations Sustainable Development Partnership Framework.

⇒ *Kenya*

6. An innovative large-scale RBA resilience programme began in 2015. The Kenya Climate-Resilient Agricultural Livelihoods Programme is a partnership among the Government, the European Union and the RBAs, supporting vulnerable households in shifting from food insecurity to resilience and transformed livelihoods.
7. Under the project, 65,000 WFP beneficiary households will constitute the core of the 100,000 farm households receiving FAO and IFAD support. Through food assistance for assets using cash-for-asset transfers, WFP will target the most resource-poor farmers and, with FAO and IFAD support, help them to reach a level of subsistence and surplus at which FAO and IFAD can enhance resilience further through their interventions. The programme aligns the contribution of each agency to its comparative advantage and creates strong complementarity.
8. The project was approved by the governing bodies of IFAD and WFP in 2015.

Analysis of Country-Level Collaboration

9. In 2014, all three RBAs collaborated on 21 projects in 18 countries, compared with 16 projects in 13 countries in 2013. The main areas of country-level collaboration included agricultural projects, joint food security assessments and thematic groups, capacity development, resilience initiatives, and emergency preparedness and relief operations.
10. FAO and WFP collaborated on 106 projects in 63 countries, and IFAD and WFP on 24 projects in 18 countries. The equivalent figures for 2013 were 108 projects in 58 countries, and 18 projects in 14 countries.
11. FAO and IFAD collaborated on 13 projects: 1 national, 2 regional and 10 global. In 2013, the two agencies collaborated on 25 projects: 3 national, 9 regional and 13 global or inter-regional.

Increasing Regional Coordination

12. FAO and WFP are enhancing their coordination in Central America through four thematic working groups on school feeding, P4P, food security information, and disaster risk management, established by the two agencies' regional offices for Latin America and the Caribbean. FAO and WFP regional staff meet regularly in Panama to share information and discuss ways of supporting country teams on project proposals and implementation.
13. The increased cooperation proved useful during the 2014 drought in Central America when FAO and WFP issued their first joint declaration in the region. This was complemented by a joint message sent by the FAO Sub-regional Coordinator and the WFP Regional Director to their respective Country Directors in the drought-affected countries, highlighting actions and initiatives that could be taken jointly in response to the drought. These initiatives in Central America have been accompanied by increased strategic and political coordination between FAO and WFP in the broader Latin America region.

Supporting Food Security, Nutrition and Sustainable Agriculture

⇒ *Post-2015 process and financing for development*

14. As part of the post-2015 process, the RBAs have continued to work together on providing technical and policy support to Member States through the United Nations Technical Support Team. Member States have recognized the RBA partnership's major role in setting Sustainable Development Goal (SDG) 2, "End hunger, achieve food security and improved nutrition, and promote sustainable agriculture", and its related targets and indicators. The RBAs jointly identified and prioritized indicators for SDG 2, submitting a joint proposal of 14 indicators for 8 targets.
15. In line with their respective mandates, the RBAs jointly advocated on the importance of securing financing for food security and nutrition ahead of the Third Financing for Development Conference in Addis Ababa in July 2015. Under IFAD's leadership, they prepared a joint think-piece underlining that, in defining a financing framework for the post-2015 agenda, the international community should give high priority to allocating resources to ending hunger and malnutrition and promoting sustainable agriculture and inclusive rural development.
16. In April 2015, at the second drafting session of the outcome document on financing for development, an RBA side-event drew attention to how a financial framework based on the joint think-piece could help achieve SDG 2. Another RBA side-event on "Achieving Zero

Hunger: The Critical Role of Investments in Social Protection and Agriculture” took place during the conference in Addis Ababa based on the RBA report of the same title.

⇒ *Conference of the parties to the UNFCCC*

17. For the 20th Conference of the Parties (COP 20) to the United Nations Framework Convention on Climate Change (UNFCCC), the joint engagement by the RBAs included: i) joint submissions to UNFCCC; ii) joint side-events at the UNFCCC inter-sessional meeting in June 2014 and at COP 20 in December 2014; and iii) participation in the Working Group on Climate Change of the United Nations High-level Committee on Programmes through joint publications, side-events and hosting of the United Nations booth on food security, climate change and resilience.
18. At the UNFCCC inter-sessional meeting in June 2015, the RBAs organized presentations by technical experts on addressing climate change risks, opportunities in National Adaptation Plans for ensuring food security, and the advantages of climate-smart agriculture for smallholders.

⇒ *Committee on World Food Security*

19. In 2014, the RBAs continued providing financial and staffing support to the Secretariat of the Committee on World Food Security (CFS) and played a central role in the successful planning and completion of the 41st CFS Session. The RBAs provide technical support for the development of CFS principles, policy recommendations and voluntary guidelines: they supported CFS in drafting principles for responsible agricultural investment, and policy recommendations on food losses and waste. Both documents were adopted at the 41st CFS plenary meeting in October 2014.
20. In 2014–2015, the RBAs played a key role in finalizing the CFS Framework for Action for Food Security and Nutrition in Protracted Crises. Negotiations concluded on 22 May 2015 with a consensus document to be adopted at the 42nd CFS plenary session in October 2015.
21. The RBAs supported the CFS Secretariat in organizing outreach events in the first half of 2015. These included a start-up event on CFS principles for responsible agricultural investment (Rome, March); an outreach seminar for the staff of RBA regional and country offices (Rome, March); a regional multi-stakeholder workshop (Amman, April); and a high-level forum on connecting smallholders to markets (Rome, June).

Facilitating Access to Adequate Food at All Times

⇒ *Food security clusters and sectors*

22. FAO and WFP co-lead the global food security cluster, which is currently activated in Level 3 emergencies in the Central African Republic, Iraq and South Sudan, and contributing to coordination in the regional Syrian response, the cyclone operations in Vanuatu and the earthquake response in Nepal. For example, in Iraq in 2015, the global cluster coordinated the establishment of a working group, co-led by FAO and WFP, to plan joint food security assessments. A rapid food security assessment has been completed in Anbar Governorate, and four assessments in Kurdistan and in Baghdad, Kirkuk and Diyala Governorates are being finalized.
23. In coordination with government counterparts and other stakeholders, FAO and WFP co-led the national food security sectors in Myanmar, the State of Palestine, Senegal and elsewhere, supporting host governments in developing adequate food security policies,

programmes and reforms to address national food insecurity. In Senegal, the two RBAs co-lead the food security sector working group, are major players in the Government's national early warning committee and are engaged in all national debates, consultations and discussions on climate change, disaster mitigation, resilience, and food and nutrition security.

24. The global food security cluster made progress on the “Adapting to an Urban World” project for strengthening analysis in support of humanitarian responses to food security crises in urban settings. Work included case studies conducted with global food security cluster partners at the country level to develop urban assessment tools, training materials and guidance in Jordan, Lebanon and Zimbabwe, and a desk review of assessment tools.

Box 1: Lessons learned from the evaluation of the global food security cluster

In 2014, the FAO and WFP offices of evaluation presented to their governing bodies the findings of their joint evaluation of the global food security cluster. The evaluation concluded that coordination among humanitarian agencies brings clear benefits in expanding food security coverage, reducing duplication, introducing standards, facilitating networks and building trust. Collection, exchange and reporting of information are effective, but monitoring systems need to be improved. An important result is that consolidated appeals and response plans are now more strategic, comprehensive and inclusive. However, coordination requires significant investment of resources and time, and the evaluation found that insufficient support and capacity are provided at the national and global levels. FAO and WFP are rolling out an information system to improve needs-based strategic response planning and are developing strategic approaches to seeking donor support for national and global clusters.

⇒ *Food security assessments, information systems and analysis*

25. FAO and WFP continued to cooperate on assessing the food security situation in diverse countries, while enhancing the institutional capacities of host governments. In 2014, they conducted joint crop and food security assessment missions to support the governments of Burundi, the Central African Republic, Côte d'Ivoire, Djibouti, Madagascar, Pakistan, Senegal, South Sudan, the Sudan and the United Republic of Tanzania. In Burundi, these joint missions are carried out twice a year to assist the Ministry of Agriculture and Livestock in monitoring and analysing food security.

⇒ *State of Food Insecurity in the World*

26. In 2014, FAO, IFAD and WFP continued to collaborate on the *State of Food Insecurity in the World*. The 2015 report analysed progress since 1990 towards Millennium Development Goal (MDG) 1 on hunger, identifying key factors of success in the fight against hunger, and remaining challenges. These findings will inform transition to the post-2015 sustainable development agenda.

Improving Nutrition

⇒ *The Second International Conference on Nutrition*

27. From 19 to 21 November 2014, the Second International Conference on Nutrition (ICN2) was held in Rome with a view to accelerating progress in reducing hunger and malnutrition. The conference secretariat, co-chaired by FAO and the World Health Organization and supported by IFAD and WFP in the ICN2 steering committee, prepared the two conference outcome documents: the Rome Declaration on Nutrition and the Framework for Action, which constitute a flexible policy for addressing nutrition challenges and identifying priorities for international cooperation.

⇒ *SUN and REACH*

28. In 2014, the United Nations Network for Scaling Up Nutrition (SUN) developed a coordination mechanism and strategies. In 2015 it is finalizing its terms of reference and ensuring that there is a United Nations network in each SUN country to support national capacity and expertise in nutrition. To harmonize country-level support, the SUN network is transferring the United Nations Renewed Efforts Against Child Hunger and Undernutrition (REACH) initiative to its own Secretariat. Complementing these initiatives, the recently endorsed draft United Nations Global Nutrition Agenda proposes a broad framework for United Nations agencies working in nutrition, including long-term strategic directions and short-term priority actions. The Secretariat is hosted by WFP in Rome.

⇒ *Capacity development for better nutrition*

29. In 2014–2015, the RBAs collaborated on developing the capacities of practitioners to integrate nutrition considerations into investments in agriculture. Activities included training on “Applying Concepts of Nutrition-Sensitive Agriculture and Rural Development to Project Design”. The agencies are currently developing e-learning modules for enhancing attention to nutrition issues in policy and programmes for agriculture and food systems.

Investing in Smallholder Agriculture

⇒ *Purchase for Progress RBA working group*

30. FAO, IFAD and WFP are continuing their country-level conversations on implementation of the P4P post-pilot phase. On 4–5 December 2014 in Rwanda, WFP held its P4P internal consultation to lay the foundations for a P4P post-pilot project strategy for Rwanda. Participation of FAO and IFAD counterparts provided an opportunity to explore common areas of intervention and to plan for better complementarity and synergies. Exchanging and learning from each other’s activities has been identified as a major driver in building the capacity of beneficiaries.

⇒ *Purchase from Africans for Africa*

31. From 4 to 8 May 2015, Malawi hosted the Purchase from Africans for Africa (PAA) knowledge-sharing workshop between Malawi and Mozambique, promoted by FAO and WFP and with participation of the governments of both countries and support from the governments of Brazil and the United Kingdom. PAA Africa seeks to reinforce the gains of South–South cooperation initiatives and learning from experiences of PAA programmes. The exchange demonstrated the countries’ commitment to South–South cooperation and provided an opportunity for enhancing regional efforts by the African Union and the New Partnership for Africa’s Development to foster action and learning by public institutions and non-State actors, to end hunger in Africa by 2025.

Box 2: Global Agriculture and Food Security Programme

In November 2014, the Steering Committee of the Global Agriculture and Food Security Programme (GAFSP) allocated a grant of USD 30 million to implementation of a programme in the Lao People’s Democratic Republic, supervised by IFAD and WFP. The first draft of GAFSP’s Strategic Support for Food Security and Nutrition programme focuses on: i) enabling participatory, nutrition-oriented and market-led agriculture and rural development; and ii) improving nutrition by supporting sustainable, natural resource-based livelihoods. IFAD will supervise the investment components and WFP the technical assistance aspects of the programme.

Building Resilience

⇒ *RBA conceptual framework on resilience*

32. FAO, IFAD and WFP have developed a joint approach to enhancing the resilience of vulnerable households, communities and systems to achieve food security and improved nutrition. The “Strengthening Resilience for Food Security and Nutrition Framework” will be presented to the membership at an RBA event during the 42nd Session of CFS. WFP’s policy on building resilience for food security and nutrition is based on this framework.

⇒ *Resilience programming at the country level*

33. At the country level, the RBAs have been developing and implementing joint approaches to strengthening the resilience of the people they serve. For example, in Djibouti, WFP is consolidating its resilience programming in the rural areas covered by FAO and IFAD. Work with FAO is mainly on agropastoral activities and community gardens, with FAO providing technical expertise, seeds, tools, irrigation kits and other vital inputs. WFP and IFAD collaborate on water management with Djibouti’s Ministry of Agriculture. In Latin America and the Caribbean, the three agencies have developed a joint programme for strengthening the resilience of livelihoods to agroclimatic threats in the Central American Dry Corridor.

Social Protection

34. In October 2014, FAO and WFP outlined a joint roadmap for exploring, designing and implementing joint strategies and programmes to support governments and other stakeholders in strengthening national social protection and safety net systems for food security and nutrition, agriculture and rural development.

Food Losses and Waste

35. FAO, IFAD and WFP are also jointly implementing a new project on food losses, funded by the Swiss Agency for Development and Cooperation. The project aims to set up an innovative global reference centre on food losses and to inform national and regional policy through field-level activities in Burkina Faso, the Democratic Republic of the Congo and Uganda. A global community of practice on food losses and waste was launched during a side-event at the 41st Session of CFS, aiming to facilitate information-sharing among stakeholders.

Gender

36. In 2014, the RBAs continued to strengthen their collaboration on gender issues. In coordination with UN-Women, the agencies sponsored a general recommendation to article 14 of the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) to ensure that the rights of rural women are highlighted in article 14 and throughout the convention. The recommendation was reviewed by the CEDAW committee in July 2015.

37. In July and November 2014, a contribution of USD 1.5 million from Norway and a USD 5 million multi-year financial contribution from the Swedish International Development Cooperation Agency led to a scale-up of activities under the RBA/UN-Women joint programme on rural women’s economic empowerment in the seven targeted countries.

38. WFP's "Gender Policy 2015–2020" was formulated through a consultative and inclusive process with participation of gender officers from FAO and IFAD as part of the external reference group. RBA officers participated in web-based seminars and provided technical comments to drafts of the policy.
39. As in previous years, the RBAs undertook the annual peer review of each other's United Nations System-Wide Action Plan reports. Recognized as a good practice in the United Nations system, these peer reviews enable the exchange of feedback and suggestions on improving the quality of the agencies' performances.

ADVOCACY AND COMMUNICATIONS

Advocating for Zero Hunger

⇒ *Global events*

40. On 7 June 2015, during the 39th Session of the FAO Conference Special Event, the Director-General of FAO and the Executive Director of WFP recognized countries' outstanding progress in fighting hunger, based on achievement of MDG 1 and World Food Summit (WFS) targets by 2015: 72 countries have achieved MDG 1, reducing by half the proportion of people who suffer from hunger; and 29 countries have achieved the WFS target of reducing by half the absolute number of undernourished people.

⇒ *Country-level examples*

41. FAO and WFP continued to support the development of national plans for the Zero Hunger Challenge in Asian countries. In Cambodia, the jointly developed action plan aims to create an institutional platform for designing, implementing and coordinating food security and nutrition policy measures to ensure the maximum sustainable impact on national food security, sustainable poverty reduction and rural development. Joint strategies are being developed in India and Sri Lanka.

⇒ *Expo 2015*

42. The universal exposition Expo Milano 2015 – 1 May to 31 October 2015, Milan, Italy – has the theme "Feeding the Planet. Energy for Life". The United Nations Secretary-General designated the RBAs as leaders in the participation of the United Nations system. Instead of a dedicated pavilion, the United Nations has a "horizontal presence" with content and activities spread throughout the Expo site and marked by 18 installations in the form of large blue spoons, which identify the "United Nations Itinerary". These United Nations spaces include infographics, videos, posters, maps and photo stories related to the Zero Hunger Challenge, the cross-cutting topic of women's empowerment and gender equality, and the Expo's thematic areas.

⇒ *World Food Day and International Year of Family Farming*

43. Around celebrations for World Food Day, the RBAs jointly advocated for recognition of the pivotal role that family farming plays in addressing food insecurity.
44. The RBAs collaborated on the FAO-led Family Farming Knowledge Platform, launched in June 2015 to provide a worldwide reference platform for information related to family farming; assist competent authorities and other stakeholders in achieving their mandates more effectively; and facilitate informed decision-making on family farming policy

processes. The platform gathers digitized information from all over the world, including updated statistics, publications, case studies and information on public programmes, national and regional legislation, best practices and ongoing initiatives in family farming.

⇒ *CFS special event*

45. On 16 October 2014, at the annual World Food Day ceremony, the Director-General of FAO, the Executive Director of WFP and the Vice-President of IFAD, along with Queen Maxima of the Netherlands and Mr John Kufuor, former President of Ghana, celebrated the contribution of family farmers to addressing hunger and malnutrition. The panellists advocated for a new, sustainable and durable vision of family farms – which will require all parties to address gender inequity – and drew attention to the need for innovative solutions such as WFP’s P4P programme.

⇒ *Regional/country-level events*

46. From 15 to 17 October 2014, the RBAs, UN-Women, the African Union, the Government of Kenya and other public and private organizations co-hosted a regional share fair in Nairobi on the theme of “Inspiring Agricultural Change: Rural Women’s Technologies to Improve Food Security, Nutrition and Productive Family Farming”. Smallholder farmers from Southern and East Africa showcased their agricultural technologies, networked with innovators, entrepreneurs, financial sector representatives and policy-makers, and discussed constraints and ideas. The event, which had 400 participants from 14 countries, was the first of its kind to highlight opportunities for investing in rural women’s technologies.
47. FAO and WFP organized a biking event in Ecuador on 19 October 2014 for Rural Women’s Day and World Food Day, jointly providing advocacy and promotional material on the realities facing rural women in Ecuador. The two agencies’ offices in Brussels, Geneva and New York also organized events to highlight the importance of family farming during World Food Day 2014.

ADMINISTRATIVE AND OTHER COLLABORATION

Human Resources

48. On 24 November 2014, the human resources directors of FAO and WFP signed an agreement on the social security services that FAO provides to WFP International and Headquarters General Service staff and to locally recruited field staff, who were transferred to the FAO framework effective 1 July 2014. These services include medical insurance, life insurance, the pension fund and the compensation plan and services.
49. In December 2014, the offices of internal audit of the three agencies launched a joint call for the establishment of a joint RBA roster of internal auditors. The cost-shared process was managed through the WFP i-recruitment system.

Sharing Office Premises

50. In 2014, WFP shared its premises or co-located with FAO and/or IFAD in 18 countries: country offices in the Dominican Republic, the Gambia, India, Mozambique, Nepal, the Niger, Sri Lanka, and Zambia; sub-offices in Bangladesh, the Democratic Republic of the Congo, Kenya, Liberia and Zimbabwe; and offices in Beijing, Johannesburg, London, Washington, DC and Yokohama.

Financial Services

51. The treasury departments of the RBAs collaborate through participation in each other's investment committees to share knowledge and best practices; joint procurement of financial services for: i) the custodian bank, ii) asset liability studies, iii) actuarial valuations, and iv) fixed-income mandates; and support to field operations with fund transfers and foreign exchange conversions. The benefits of this cooperation are both quantitative, through lower fees for services, and qualitative, through best practices and enhanced risk management.

Facilitating Governance Processes

52. In 2014, the RBAs collaborated on facilitating governance processes to better serve their common clients, the permanent representations. Important activities in 2014 included coordinating the RBAs' calendars of formal and informal meetings; coordinating interpretation services and external contractors for document translation; continual upgrading of the shared terminology portal; sharing experiences of new governance methods, systems and technologies; and pooling conference facilities, particularly during the renovations under way at WFP. Collaboration with the other RBAs was one factor in helping WFP reduce the overall costs of its governance services to its members by approximately USD 100,000 in 2014.

Evaluation

53. Since June 2014, the RBA offices of evaluation have organized several inter-agency learning events. Training has included: i) FAO, IFAD, WFP and the Consortium of International Agricultural Research Centres (CGIAR) on gender analysis in evaluations of agriculture and food and nutrition security; ii) FAO and WFP on evaluating humanitarian action; and iii) FAO and IFAD on new methodology for evaluating complexity – “outcome harvesting”. These joint training events follow the statement on strengthening collaboration on evaluation signed by the offices of evaluation of the RBAs and CGIAR in 2013.

Oversight

54. Following the sixth annual meeting of their oversight functions in June 2015, the RBAs identified further opportunities for strengthening coordination and improving exchange of good practices in audit and investigations. In particular, they discussed the possible use of a joint audit consultancy roster, and shared experiences of proactive integrity reviews.

Box 3: Lessons learned from the audit of the common procurement team

The offices of internal audit of the three RBAs conducted a joint audit of the common procurement team, focusing on procurement processes for non-food goods and services. The audit conformed to the International Standards for the Professional Practice of Internal Auditing. Its final conclusions were partially satisfactory. The audit noted the need to agree on the format of the audit report before starting a joint audit.

THE WAY FORWARD

Continuing Support to Major Global Processes for Achieving Zero Hunger

55. To achieve Zero Hunger, the RBAs will continue to support global processes addressing hunger and malnutrition, notably the post-2015 development agenda, CFS, the Third United Nations Conference on Housing and Sustainable Urban Development, UNFCCC, and the World Humanitarian Summit. The G20 Framework for Food Security and Nutrition provides an additional opportunity for the RBAs to work together in the process leading to the 2016 Hangzhou summit.
56. The RBAs will provide technical inputs for finalization of SDG indicators at the next session of the United Nations Statistical Commission in March 2016. The evaluation offices of the RBAs and CGIAR will organize a technical seminar on 17 and 18 November 2015 at IFAD in Rome to promote shared understanding of how SDG 2 could be evaluated and to identify actions needed to enable its evaluation.
57. RBA joint advocacy and communication initiatives will continue in 2015. A high-level side event on “Mobilizing Generation Zero Hunger” is planned for September 2015 at the United Nations General Assembly to reiterate commitment to the Zero Hunger Challenge. At Expo Milano, the RBAs will organize under FAO’s leadership the World Food Day celebrations with the theme “Social Protection: Breaking the Cycle of Rural Poverty”.

Expanding Operational Coordination

⇒ *Enhancing country-level and regional collaboration*

58. Enhanced dialogue between WFP country and regional offices and FAO and IFAD counterparts aim to strengthen partnership, building on both the similarities and the differences among the RBAs to increase the impact on the lives of the people they serve. WFP will continue to support the scale-up of RBA collaboration based on best practices and lessons learned.

⇒ *Implementation of the RBA framework on resilience*

59. To move from a conceptual to an operational framework, opportunities for strengthening RBA collaboration on resilience – bilateral or trilateral – will be identified through case studies on Guatemala, Kenya and the Niger, to be presented at an RBA special event on resilience on the margins of the 42nd Session of CFS. The International Food Policy Research Institute assisted the RBAs in a peer review of the case studies and will participate in their presentation and discussion.

⇒ *Documenting RBA best practices in P4P*

60. Following a mapping exercise of each agency’s geographic and thematic areas in P4P pilot countries, Burkina Faso, Guatemala, Rwanda and Zambia – where FAO and IFAD already collaborate on WFP’s P4P activities – were selected for further study. The study will document best practices and identify potential opportunities, synergies and strategies for future initiatives in these and/or other countries.

⇒ *Sharing experiences on South–South and triangular cooperation*

61. Since November 2014, RBA technical teams on South–South cooperation have met regularly to explore complementarities in country-level engagement; strengthen operational collaboration, particularly through deploying experts to the field; analyse options for collaborating on knowledge management platforms; and collaborate and jointly advocate on upcoming events. Further options for cooperation are being explored, following the May 2015 approval of WFP’s policy on South–South and triangular cooperation.

⇒ *Emergency preparedness*

62. In 2015, WFP renewed its collaboration with FAO on business continuity preparedness. This will be formalized through a Memorandum of Understanding on providing mutual support in the event of a crisis. The WFP Operations Centre and the FAO Crisis Management Centre already have reciprocal arrangements for ensuring that an alternative site is available if the facilities of either agency are unavailable or inoperable. The Memorandum of Understanding is expected to be extended to include senior management and staff essential for the maintenance of critical business processes. IFAD is being invited to participate.

WFP’S COLLABORATION WITH THE ROME-BASED AGENCIES: STATISTICAL UPDATE 2014¹

63. Data were collected according to the framework for RBA collaboration on: i) policy advice, knowledge and monitoring; ii) operations; iii) advocacy and communication; and iv) administrative collaboration. In the reporting year 1 January to 31 December 2014, there were 322 collaboration cases in 75 countries, of which 32 percent took place at the headquarters level, 5 percent at WFP offices and 62 percent at the regional and country levels.

64. As shown in Table 1, FAO/WFP collaboration accounts for 62 percent of the cases reported in 2014. FAO and WFP have established strong collaboration in emergency response and rebuilding livelihoods.

TABLE 1: COLLABORATION BY LOCATION					
	No.	%	FAO/WFP	IFAD/WFP	FAO/IFAD/WFP
Headquarters	105	32.61	38	6	61
WFP offices*	17	5.28	6	1	10
Regional bureaux and country offices	200	62.1	155	11	34
TOTAL	322		199	18	105

* WFP presence in Addis Ababa, Brussels, Geneva, London, New York, Tokyo and Washington, DC.

65. IFAD/WFP collaboration accounts for 6 percent of the total. Compared with 2013, collaboration has extended from the headquarters to the regional and country levels.

¹ Data from the WFP data collection telecoms application, the country office monitoring and evaluation tool (COMET) and the RBA collaboration database.

66. Collaboration among all three RBAs accounts for 33 percent of the cases reported, ranging from operational collaboration at the regional and country levels to collaboration on communication and advocacy, policy dialogue and administration.

Figure 1: RBA collaboration by organization

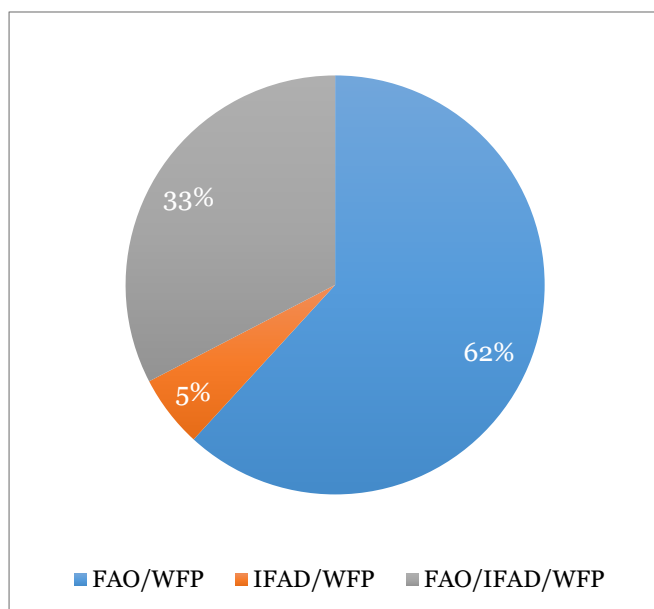
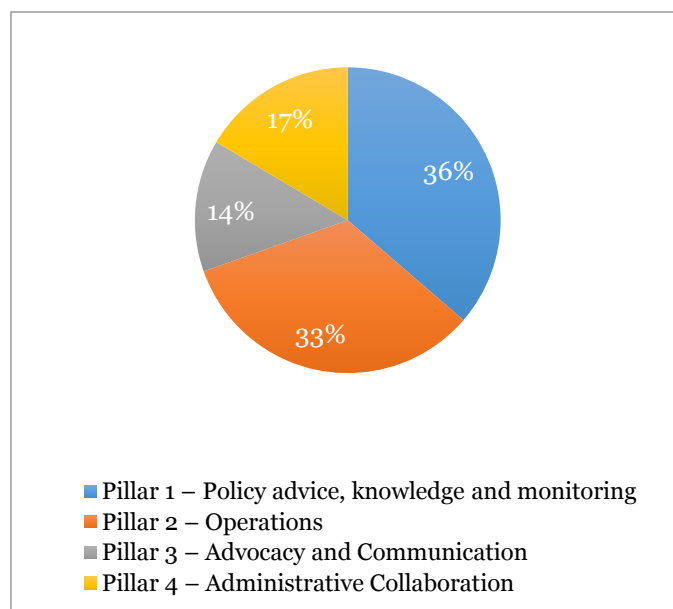


Figure 2: RBA collaboration by pillar



67. Tables 2 and 3 give the numbers of projects and countries where collaboration among the RBAs took place in 2014. An increase can be seen in total cases of collaboration with IFAD, including those that involve all three RBAs.

TABLE 2: NUMBERS OF PROJECTS WITH RBA OPERATIONAL COLLABORATION

	2011	2012	2013	2014
FAO/WFP	86	105	108	106
IFAD/WFP	12	11	18	24
FAO/IFAD/WFP	6	11	16	21

TABLE 3: NUMBERS OF COUNTRIES WITH RBA OPERATIONAL COLLABORATION

	2011	2012	2013	2014
FAO/WFP	50	58	58	63
IFAD/WFP	10	10	14	18
FAO/IFAD/WFP	5	10	13	18

ACRONYMS USED IN THE DOCUMENT

CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CFS	Committee on World Food Security
CGIAR	Consortium of International Agricultural Research Centres
COP	Conference of the Parties to UNFCCC
FAO	Food and Agriculture Organization of the United Nations
GASFP	Global Agriculture and Food Security Programme
ICN2	Second International Conference for Nutrition
IFAD	International Fund for Agricultural Development
MDG	Millennium Development Goal
P4P	Purchase for Progress
PAA	Purchase from Africans for Africa
RBA	Rome-based agency
SDG	Sustainable Development Goal
SUN	Scaling Up Nutrition
UNFCCC	United Nations Framework Convention on Climate Change
WFS	World Food Summit