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Update on collaboration among the Rome-based agencies

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Food and Agriculture
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IFAD
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Progress Report on Rome-based Agencies collaboration

I. Introduction and Scope of RBA Activity

A. Overview and purpose

1. In the last quarter of 2019, and during the meetings of the FAO Council, and the IFAD and WFP Executive Boards, Members requested to enhance reporting to ‘focus on **strategic issues and lessons learned, challenges faced, impacts, concrete achievements and financial benefits arising from RBA collaboration**’. This was suggested specifically where RBA collaboration led to ‘synergies and complementarities, particularly at the **country level**.’ Within this context, FAO, IFAD, and WFP prepared this progress report. It highlights how the three agencies are working together in particular contexts and showcases collaboration in four strategic areas. Furthermore, case studies, quantified estimates of collaboration in country and regional levels, information on global collaboration and thematic areas as well as joint provision of corporate services are supplementing the analysis of the work.

2. The year 2020 ushered in an unprecedented crisis with the COVID -19 pandemic, affecting societies and economies at their core and increasing poverty and inequalities at a global scale, while simultaneously shifting programmatic and operational priorities of RBA collaboration. Hundreds of millions of people were already suffering from hunger and malnutrition before the virus hit and, unless immediate action is taken, there could be a global food emergency. The crisis highlights the acute importance of RBA collaboration. RBA collaboration is built on a spectrum of work that spans from responding to emergencies and shocks, to humanitarian and development activities. Together, the RBAs collectively respond to a dual imperative: respond urgently to food security needs, while helping governments and populations build resilience and a better future.

3. It is in this context that the RBAs continue to strengthen their collaborative efforts to transform food systems. They recognize that a holistic and systemic approach with multi-stakeholder partnerships, and innovative investments are needed to address the root causes of hunger and malnutrition. The RBAs share a common commitment and resolve to achieve SDG2 and have structured collaboration around four main pillars: (i) global collaboration; (ii) country and regional level collaboration; (iii) collaboration in thematic areas; and (iv) joint provision of corporate services.¹

4. The complementary mandates of the three RBAs are as follows:

- a) FAO provides data and analysis, as well as evidence-based policy and technical advice, supports dialogue and partnership-building based on country needs; conducts a wide range of investment support activities; and through its intergovernmental bodies, develops treaties, standards and normative instruments.
- b) IFAD is a specialized UN agency and the only International Financing Institution (IFI) among the RBAs. It provides investment vehicles for governments and other development partners, in the form of loans and grants dedicated to small-scale farming, and inclusive- rural transformation. IFAD also provides policy advice to assist countries in reducing rural poverty.

¹ The four pillars are defined in the RBA Memorandum of Understanding (MoU), signed in 2018, in which they committed to working towards collective outcomes, based on comparative advantages and synergies. The MoU is one of many formal commitments to collective and collaborative action.

- c) World Food Programme (WFP) is a humanitarian organization dedicated to saving lives and changing lives, delivering food assistance in emergencies and working with communities to improve nutrition and build resilience. WFP's efforts focus on emergency assistance, relief and rehabilitation, development aid and special operations. WFP also provides services to the entire humanitarian community, including passenger air transportation through the UN Humanitarian Air Service.

5. All three agencies collaborate in the context of the implementation of UN reform. This means working closely across UN Country Teams (UNCTs) under the leadership of the Resident Coordinator to ensure better country alignment and the delivery of **Agenda 2030** as called for in the **UN Decade of Action**.

6. The RBAs recognize the need to build on their complementarities rather than their similarities, considering where collaborative approaches and collective efforts add value to national efforts in the attainment of the 2030 Agenda, and where the benefits of collaboration justify the transaction costs associated with joint work. Collaboration is a means to an end and not an end in itself.

B. Structure

7. In line with the request from Members, the RBAs shifted their scope and approach to the 2020 report and beyond. The RBA focal points – supported by UNLOCK² – launched country/regional-level, and corporate-level surveys, conducted interviews with approximately 40 key stakeholders, consulted with the managing team for the *Joint Evaluation on Collaboration Among the United Nations Rome-based Agencies*³ and performed a desk review of reports and case studies. The aim was to gather both quantitative and perception data more systematically and create a baseline data set to demonstrate year-over-year changes going forward.⁴

8. This report, therefore, focuses on strategic components of RBA collaboration between July 2019 - June 2020, highlighting both achievements along with challenges that impacted collaboration at the country and global level. **It is not an exhaustive account nor an evaluation of work that took place, but instead emphasizes strategic learning, informed by survey data, corporate information, and consultations.**

9. **Chapter I** provides an overview of collaboration principles and summarizes agency activities at the functional level. **Chapter II** provides a substantive overview of collaboration activities at the global and corporate level and a status of country and regional level work. **Chapter III** highlights lessons learned from collaboration, including critical enablers and challenges, and **Chapter IV** proposes a pathway for future collaboration intended to stimulate constructive dialogue with Members on strategic priorities.

C. Content and scope of RBA activity and collaboration

10. RBA collaboration occurs across organizational levels, programming modalities and geographies. This report utilizes the pillars of collaboration outlined in the 2018 MoU. It is important to note that opportunities for collaboration among the RBAs should be underpinned by the following principles and objectives:

- a) Partnerships are an integral part of the mandates of the three agencies;
- b) Partnership is not an end in itself; rather, it is a means for greater synergy, effectiveness and efficiency;

² The UN Lab for Organizational Change and Knowledge (UNLOCK) is part of the UNSSC Knowledge Centre for Leadership and Management and was created to promote a culture of change and innovation across the UN system.

³ The joint evaluation commenced in September 2020 and is expected to be completed by December 2021.

⁴ An overview of research and survey methodology is provided in Annex A. Annex B provides supplementary information on headquarter level data and Annex C contains additional and substantiating data related to country-level collaboration.

- c) A proactive approach is taken in learning from experiences in partnerships;
- d) Collaboration is pursued in the context of United Nations System-wide coherence; and,
- e) Collaboration is driven by country-level processes.

11. In this respect, collaboration at the country level is largely bound by the geographical presence of the RBAs. Shared presence at the country level is extensive, as shown in Figure 1. Overall, tripartite collaboration at the country level is bound by the presence of IFAD, which has a total of 44 country offices. Bipartite collaboration is then typically framed by the presence of WFP and FAO, which share programming presence in 84 countries. Reporting from country offices in the field demonstrate that an estimated 90 percent of countries characterized by the presence of two or more RBAs share some degree of collaboration. However, overlap at the country level may not reflect true joint presence in terms of subnational location.

Figure 1: Geographical scope of RBA activity by agency presence



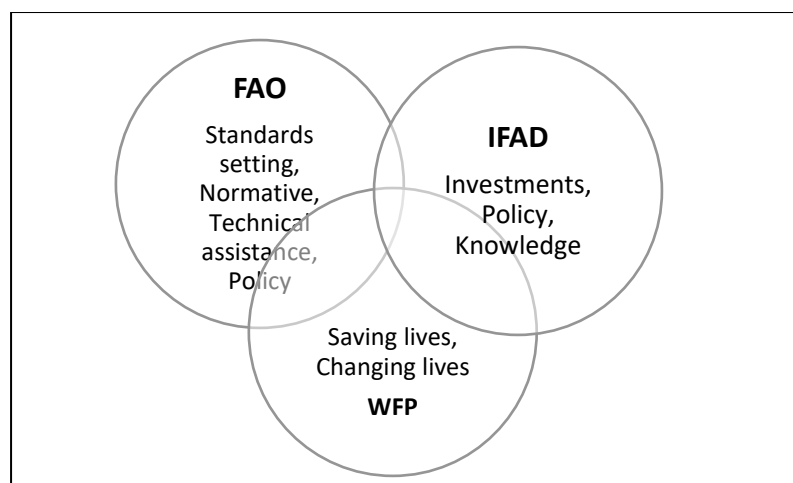
12. Figure 2 provides an indication of the extent and approximate size of funding utilized at the country level (as measured by programme portfolios), which shows that in addition to differences in geographical presence, as illustrated by Figure 1, the three agencies have different business models and ways of leveraging core assets. Country portfolio size varies considerably between each agency – for example FAO’s presence to leverage government capacity is spread over 146 countries, with wide variations in staff in each country, while WFP is more concentrated in a smaller set of countries, with a larger staff presence. Meanwhile, IFAD’s loan portfolio extends to 93 countries despite having on-the-ground presence in less than half of these countries.

Figure 2: Summary of Country Activities in 2019

Agency	# of countries w/ staff presence	Country programme portfolio (USD billions)
FAO ⁵	146	1.5
IFAD ⁶	44	1.4
WFP	90 ⁷	7.5 ⁸

13. These differences in business models, pose a significant determinant to the types of collaboration possible. While paragraph 4 serves to delineate the complementary mandates of the three agencies, these are not watertight compartments. With the passage of time, the work of the three agencies has become increasingly intertwined. The Venn diagram Figure 3 is a conceptual interpretation representing the key programming activities and various modalities associated with each agency while also depicting the scope for the common space which is often referred as the bridge between long term development cooperation and humanitarian assistance.

Figure 3: Overview of key programming activities or modalities



14. While collaboration around issues of food and agriculture appear at face value to be natural and self-evident, each agency brings distinct capacities and relationships that play a role in defining the opportunities and constraints to working together. These issues will be further explored in the following chapters.

⁵ FAO contributed to the mobilization of a total of USD 5.7 billion of IFI loans and grants, and GCF and GEF projects for countries (USD 1.3 of the 5.7 billion came from FAO support to IFAD-funded projects).

⁶ While IFAD has staff presence in 44 countries, its programme portfolio covers 93 countries

⁷ This includes WFP's country, regional, and liaison offices as well as their Centres of Excellence.

⁸ Country portfolio budget reported in WFP's 2019 Annual Report.

II. Highlights of 2019-2020 RBA Collaboration Across Four Pillars

D. Introduction

15. **Chapter II** provides a summary overview of collaboration across the four pillars of collaboration. In this chapter, emphasis in reporting is on capturing the changing dynamics of collaboration, as well as establishing a baseline of collaboration data that can be aggregated, monitored, and compared in future years. Overall, the objective is to provide reporting on measurable metrics which can in turn inform strategic planning. The metrics do not capture the full scope of activities in the areas of policy development, knowledge sharing and advocacy.

16. To visualize the work of the RBAs and demonstrate the depth of collaboration, four brief case studies are presented in **Sections 5** and **6**. These case studies include the following: 1) COVID-19 Response; 2) Strengthening Gender Equality and Women's Empowerment; 3) Building Resilience in the Sahel; and 4) RBA Joint Country Strategies and Plans.

E. Overview of collaboration activities at the headquarters level

17. Within thematic collaboration, the RBAs are increasingly working together with seven of the 11 thematic categories reporting more or significantly more levels of collaboration (Figure 4). While there are some difficulties in measuring the full extent of collaboration, it is estimated that the thematic areas in Figure 4 comprise almost USD 200 million in programming activity at the regional and country levels.

Figure 4: Summary highlights of collaboration in thematic areas

Area of Collaboration. Description of highlights	Focus SDGs	Year began	Changes from previous years	Estimate # of countries	USD value of joint projects
Climate change. Integration of food security and agriculture in climate change discussions, at UNFCCC COP and in GCF strategy and country support	1, 2, 6, 12, 13	2015	Same	5-10	2.7 m.
COVID response. Production of the UN SG joint policy brief on food security and nutrition and statement at G20 Agriculture Minister's meeting	1, 2	2020	Substantially more	NA	NA
Emergencies. Joint response on desert locust upsurge, extreme weather events, early warning, and briefings to UN Sec Council	1, 2	1990s	More	20-30	50 m.
Food Security Cluster. Leadership of cluster and informing the Humanitarian Response Plan. IFAD joined global Food Security Cluster in 2020	2	2010	More	33	NA
Gender. Initiatives in Joint Programmes on Gender Transformative Approaches and Accelerating Progress Towards Rural Women Economic Empowerment	2, 5	2014	Same	5-10	25-30 m.
Nutrition. Formation of "UN Nutrition" to strengthen UN nutrition coordination at global and country levels	2	2018	More	60 plus	NA
Resilience. Priority resilience programmes in the Democratic Republic of the Congo, the Niger and Somalia; support of RBA Plan of Action for the Sahel	1, 2	2017	Same	20-30	>100 m.
Rural Development. Technical expertise and investment in food and agriculture, and rural finance capacity building	1, 2	2005	Same	20-30	23 m.
School Feeding. Improving nutrition and food security of school aged children, including transformation of delivery in context of COVID-19	1, 2	2010	More	10 plus	1 m.
South-South and Triangular Cooperation (SSTC). Launch of first joint SSTC initiative (fortified cassava flour in Repub. of the Congo) Development of the RBA Monitoring and Evaluation Guide for SSTC	17	2017	More	1	0.5 m.
Youth. Global initiatives within the Inter-Agency Network on Youth Development, and collaboration on rural youth entrepreneurship	8	TBD	More	1-4	1.8 m.

18. In the context of global fora (Figure 5), the RBAs have a long-standing history of collaborating, including in the collaboration in the development of the *State of Food Security and Nutrition in the World* (SOFI) flagship report, as well as in emergency response, where collaboration began nearly three decades ago. Other collaboration is more recent, including –significantly – combined efforts in COVID response advocacy and programming, as well as preparations for the 2021 Food Systems Summit.

Figure 5 Summary highlights of collaboration in global fora

Area of Collaboration. Description of highlights	Focus SDGs	Year began	Changes from previous years	USD value of joint projects
Committee on World Food Security (CFS). Technical and financial support, including technical contributions to CFS Voluntary Guidelines, including on Food Systems and Nutrition and policy recommendations on Agro-ecology and Other Innovations	1, 2	2010	Same	675,000 USD (cash/in-kind) per annum by each agency
International Digital Council for Food and Agriculture. Concept note for inclusive forum that will advise governments and other actors, to help harness opportunities of digitization	1, 2	2020	Same	N/A
State of Food Security and Nutrition in the World (SOFI). Flagship report offers projections confirming that the world is not on track to achieve Zero Hunger by 2030 and the situation is deteriorating further due to impacts of COVID-19 pandemic	1,2	1999	Same	N/A
High-level Political Forum (HLPF). Focus on “Accelerated Action” and dedicated to impact of COVID, as well as side events on launch of SOFI, and achievement of SDG2	1, 2	2013	Same	N/A
UN Decade of Family Farming (UNFFF). Secretariat develops global products to provide technical support to the UNFFF at regional/national levels, including planned establishment of 100 National Action Plans (NAPs)	1, 2	2019	More	N/A
Food Systems Summit (FSS). Support to UN Envoy and FSS Secretariat, and UN Anchor Agency for 3 of 5 action tracks	1, 2, 8, 12, 13	2019	Substantially more	N/A
Global Network Against Food Crises. Launched by the EU, FAO and WFP to tackle protracted crises and recurrent disasters, reduce vulnerability, and manage risk, by bridging the divide between development and humanitarian partners. Annual report on Global Food Crises.	1, 2	2016	Substantially more	N/A

19. Case Study: COVID-19 Response

Addressing a gap – problem definition and linking to strategic priorities

The COVID-19 pandemic is a health and human crisis threatening the food security and nutrition of millions of people. It has disrupted supply chains, created shortages, increased prices and could spark a global food emergency. Joining forces at the RBA-level to address the issues laid out in the Global Humanitarian Response Plan for a coordinated COVID-19 response is both key to addressing SDG2 and an RBA strategic priority for 2020/21.

Approach – how?

The RBAs complementary mandate and work on food security and nutrition positions them uniquely to support governments' response to the adverse social and economic effects that the COVID-19 pandemic is having on food systems. Together they led the drafting of the Secretary-General's Policy Brief on the Impact of COVID-19 on Food Security and Nutrition.

The RBA response to the COVID-19 crisis is coordinated and executed at all four levels outlined in the MoU (global, corporate, regional and country-level) and focuses on four pillars, i.e. i) Country programming and planning; ii) Policy and analytical support; iii) Advocacy and information sharing; and iv) Business continuity.

Results - achieve what?

Examples of concrete results include the publication of a guidance note for mitigating the effects of the pandemic on food and nutrition for schoolchildren, a joint effort of FAO, WFP and UNICEF and establish the Global Data Facility within the framework of the Global Network against Food Crisis, to gather food security data and analysis in food crisis and at-risk contexts, and to inform planning, evidence-based programming and anticipatory action.

In the area of policy and analytical support, the RBAs conducted impact assessments with partners that fed into the socio-economic response plans: Of the 11 countries covered, FAO and IFAD participated in 91 percent and WFP in 64 percent of the assessments. Other important contributions on COVID-19 analysis were made as part of SOFI, estimating an additional 83-132 million undernourished people.

Of the many advocacy initiatives, a noteworthy activity is the work with the East African Community (EAC) Secretariat on post-COVID-19 recovery and resilience strategy for Eastern Africa micro, small and medium enterprises in the agri-food sector.

Challenges, enablers and lessons learned

Due to the rising number of cases and various lockdowns across the globe, many RBA collaborative activities have not been able to continue as previously foreseen. While the physical constraints have been a hindrance to planned activities, the need to restructure and adapt programmes and projects in response to the current context has also taken precedence by the country offices. Nonetheless, the pandemic has prompted a new impetus of RBA initiatives. These initiatives have been closely developed by the teams on the ground within this new context. For more information, please refer to Annex B.

20. Case Study: Strengthening Gender Equality and Women's Empowerment

Addressing a gap – problem definition and linking to strategic priorities

Gender equality is a fundamental human right and vital for improving food and nutrition security. This is particularly so in poor rural communities where women make up a significant proportion of the labour force, accounting for on average 43 percent of agricultural laborers worldwide. There is evidence that when women have equal access to education, skills development, services, productive inputs and employment opportunities, they are more protected from discrimination and gender-based violence (GBV) and can contribute more significantly to poverty eradication.

Approach – how?

The RBAs are engaged in a number of activities and partnerships to address gender equality.

1. Through a grant agreement with the European Union, the RBAs are implementing gender transformative approaches (GTAs) to actively challenge gender norms and address power inequities. The **Joint Programme on Gender Transformative Approaches (JP-GTA)** started in 2019 with the goal to contribute to the achievement of SDG2 by addressing the root causes of gender inequalities primarily in rural areas. Moreover, the initiative aims to embed GTA in RBA policy dialogues, programme design, implementation and monitoring, and other working modalities over the period 2019 to 2022.
2. The **Joint Programme on 'Accelerating progress towards rural women economic empowerment' (JP RWEE)** is a long-standing partnership between the RBAs and UN Women. It capitalizes on each agency's mandate, comparative advantage and institutional strength to generate lasting and wider scale improvements in the livelihoods and rights of rural women, including young women. Since 2014, it is implementing activities in Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, the Niger and Rwanda. The JP RWEE focuses on four key outcomes: i) Improved food and nutrition security, ii) Increased incomes to sustain livelihoods; iii) Enhanced leadership and participation in decision making; iv) Gender-responsive policy environment

Results - achieve what?

As part of the **JP GTA**, RBAs recently developed a draft Theory of Change for GTAs (in the context of food security, nutrition and sustainable agriculture) for field testing and a compendium of 15 good practices on gender transformative approaches. Countries for the fieldwork have been identified, detailed proposals are being developed, and implementation is expected to commence in Ecuador and Malawi at the beginning of 2021.

The JP RWEE has reached over 75 000 women and 384 000 members of their families through sequenced interventions to support women's empowerment. Some of the key results achieved thus far include 107 percent average increase in agricultural production; over USD 2.5 million generated from sales; 81 percent of supported POs led by women or with women in key leadership positions; over 16 000 women organized in saving groups; and 4 000 government officials with enhanced skills on gender mainstreaming, gender responsive budgeting, and women's rights.

Challenges, Enablers and Lessons Learned

The RBA gender teams have long-standing cooperation in various domains such as operations, advocacy and policy dialogue, etc. and engage in regular knowledge exchange, peer support and learning. This is where the differences in mandates and operational approaches of the three RBAs and their UN partners emerge as a clear enabler to improve results and serves as comparative advantage.

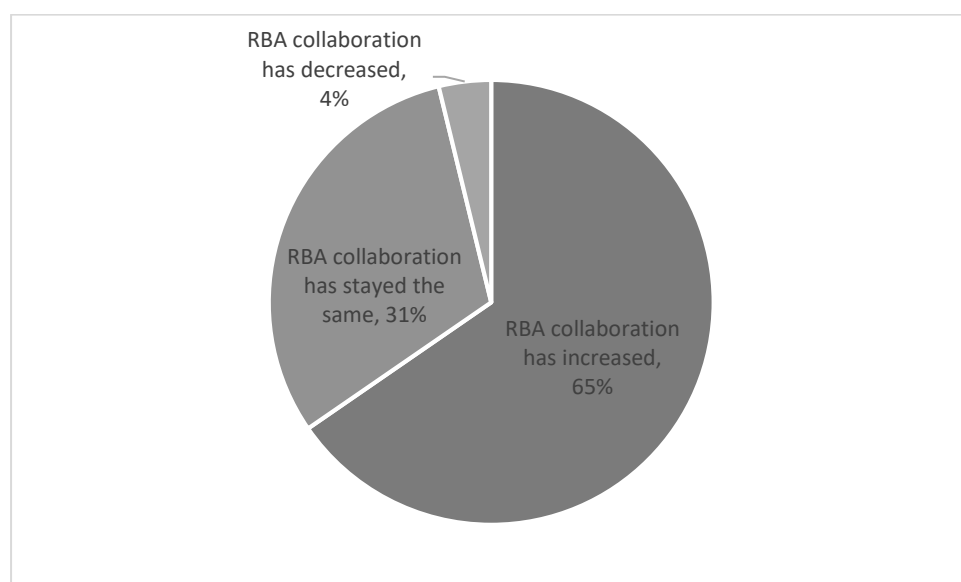
In addition, based on qualitative feedback received from the RBA gender teams, investments (time and capital resources) in gender transformative approaches and incentive structures such as gender awards, have become key drivers for change in contributing to organizational mind-set changes within the RBAs. The teams noted a palatable shift in both quality and impact of interventions over time.

The key challenge that the JP RWEE faces is funding predictability. New partnerships and resources are needed to consolidate, replicate and expand the impacts achieved so far, to address structural and systemic barriers that require long-term commitment and deeper integrated efforts.

F. RBA Collaboration at country level

21. RBA collaboration has its most tangible developmental impact at the country level (Pillar 2 of the Global RBA MoU) and collaboration between agencies is increasing significantly in recent years. In 2017, all three RBAs collaborated at the country level in 33 countries, while in 2019 joint programmes with shared collaboration occurred in approximately 60 countries. Feedback from surveys demonstrate strong growth – Figure 6 shows similar levels or increased levels of collaboration in 96 percent of WFP country offices surveyed.⁹ The effects of the COVID epidemic have impacted significantly on planned programme activities in many countries (partially due to access challenges with partners and stakeholders), but at the same time has actually increased collaboration in over 44 percent of reporting countries.

Figure 6: Trends in country level collaboration



22. According to the country survey, it is found that collaboration is occurring in over 80 percent of programming countries with at least two RBAs present. Figure 7 provides an overview of the major categories of collaboration and the estimated number of country offices with activities in each category. It is estimated that in 50 percent of these, RBAs are engaged in two or more categories of collaboration, demonstrating an encouraging growth in overall integration.¹⁰

Figure 7: Estimated count of countries in which collaboration is occurring, by activity category

Joint programming	Planning-strategy	Policy / advocacy
60	50	35

⁹ Survey data referenced in this section is drawn from a survey of 45 WFP focal points at country office level. In future years, the RBA collaboration survey will be completed by FAO and IFAD on a rotational basis.

¹⁰ Based on extrapolated data from survey of RBA collaboration of WFP focal points.

23. Case Study: Building resilience in the Sahel

Addressing a gap – problem definition and linking to strategic priorities

The Sahel region is confronted with a series of persistent challenges (e.g. drought, flooding, conflict and government instability, etc. and now COVID-19) that have led to growing food insecurity and malnutrition. The RBAs, with their experiences in advancing food security, proper nutrition, agricultural productivity and rural development, can significantly contribute to the international, regional, national and local efforts to make the Sahel a prosperous, resilient and stable region and bridge the gap between humanitarian assistance and development efforts.

Approach – how?

The agencies developed a plan of action to scale up collaboration in support of food-insecure and otherwise vulnerable populations in the region of the Sahel. The plan outlined three areas of work: i) strengthen the living conditions of vulnerable populations through better access to food, quality basic services and infrastructure; ii) address the root causes of vulnerabilities of rural communities, including vulnerabilities in the face of disaster and climate risks to enhance the resilience of livelihoods and food security and nutrition; and iii) improve social inclusion and gender disparities, peaceful dialogue and natural resource conflict management to contribute to building and sustaining peace.

Results – achieve what?

The implementation of country-level activities had to be adapted due to the constraints of the COVID-19 pandemic and RBAs have worked on repurposing programmes and planning interventions to ensure food security in the region.

To address the challenges in the region, the RBAs will sign a MoU with the G5 Sahel and are kicking off activities in Q1 2021 with an IFAD regional project valued at an estimated USD 180 million in Burkina Faso, Chad, Mali, Mauritania, the Niger and Senegal. The project design process was facilitated by the FAO Investment Centre in close collaboration of all agencies and governments. The goal of the project is to strengthen the overall resilience and mitigate the impacts of the 3C's COVID-19 crisis, conflicts and climate change through the following approaches: (i) strengthening productive capacity, particularly in border regions and cross-border territorial markets for inputs and agricultural produce; (ii) implementing security and safety of transactions, to incentivize more reliable and safe economic activity; and by (iii) applying food systems approaches for sustainability from an economic, social and environmental standpoint.

Challenges, enablers, and lessons learned

The RBAs have identified several factors that contribute to the success of their collaborative efforts in the Sahel. These include: (i) a common framework of operational planning and coordination; (ii) joint planning and programming of activities through participatory planning approaches such as using the Three-pronged Approach (3PA)¹¹ with government, partners, and communities; (iii) joint targeting of poor households as beneficiaries of a joint package of assistance; (iv) implementation of an integrated package of multi-sectoral multi-year activities; and (v) common implementing partners.

24. **Observations on joint programming activities** | Overall, collaboration in joint programming occurs in approximately 60 countries worldwide with the estimated value to be around USD 220 million. While most collaboration programmes are estimated to be below USD 10 million, including support from France to a joint programme in the Niger, a number of projects are significantly higher, beginning with multi-year RBA-Canada Resilience in the Democratic Republic of the Congo,

¹¹ 3PA: i) Improve access to food, basic services, and infrastructures; ii) Strengthen resilience to climate and other shocks; iii) Promote social inclusion, gender equity, and resolution of natural resource conflicts.

the Niger and Somalia (CAD 50 million), funded by the Government of Canada, and additional projects in the Democratic Republic of the Congo (expected to reach USD 120 million in a German-funded joint FAO/WFP/UNICEF programme), Yemen (USD 51 million) and the soon to start programme of FAO/UNICEF/WFP in Somalia (USD 50 million), also German funded. Major activities also include Home Grown School Feeding, support to small farmers and value chains, strengthening resilience, and accelerating rural women economic empowerment. FAO and WFP have also worked on joint resilience programming as well as on immediate life and livelihood-saving activities in the Democratic Republic of the Congo, thanks to funding from Belgium. A significant percentage of projects are in collaboration with other UN partners, including UNICEF, UNDP, UN Women and the ILO. Figure 8 provides an overview of collaboration in joint programming.¹²

Figure 8: Summary of collaboration in joint programming

Nature of collaboration	Approximate % of countries with joint collaboration
All 3 RBAs	22
WFP and IFAD	6
WFP and FAO	72
FAO and IFAD	64
RBAs plus other UN agencies	41

25. A significant component of programmatic collaboration involves partnership between FAO and IFAD, whereby the FAO Investment Centre supports IFAD's processes for designing and supervising investment projects that reduce rural poverty, improve food security and promote rural transformation. Important sectoral components include value chain development, climate resilience, improved access to finance, youth employment, community development, fisheries and livestock development. Over the last five years, the Centre supported the design of 48 IFAD-financed investment projects for a total value of USD 4.3 billion, including seven projects in 2019 valued at USD 1.3 billion.

26. **Observations on joint planning and strategy** | Joint planning and strategy form the chapeau for programming and policy work at country level, and recent years have seen substantial increases in the number of countries engaged in a variety of joint strategic activities. The principal strategic initiatives have been conducted through joint collaboration in the CCA and UNSDCF, with between 5-15 countries currently engaged or recently completing the process together. The degree to which the RBAs collaborate in the actual development of the UNSDCF appears to vary. In some cases, the RBAs have taken leadership of accelerator groups and other strategic planning, while in other countries the locus of collaboration takes place within the UNCT.

27. Case Study: the RBA Joint Country Pilot Programmes

Addressing a gap – problem definition and linking to strategic priorities

The UNSDCF has been redesigned to serve as the most important planning framework for the provision of the entire UN system development assistance at the country level. For the RBAs, this means more ambitious and integrated collective efforts to end hunger, achieve improved food security and nutrition, promote sustainable food production, and advance the well-being of the most vulnerable. Under the UNSDCF and with the goal to a) harmonize strategic and programmatic thinking; and b) support national priorities towards SDGs, the RBAs designed joint country programmes and plans in three pilot countries: Colombia, Indonesia, and the Niger.

Approach – how?

¹² Figure 8 is based on the survey which was completed by WFP focal points except for the FAO-IFAD figure which is based on the percentage of collaborative work in IFAD countries.

FAO, IFAD and WFP continue to be guided by and are held accountable for both their individual country strategic plans and results frameworks as well as the new generation of UNSDCF's and the underpinning CCAs. Recognizing that there is no single model that fits all, different approaches and models of collaboration were pursued due to the very diverse country contexts and national development priorities. As a result, the three joint country plans include a summary analysis of the country context, a light theory of change, agreed joint activities, and areas to scale up and/or replicate.

Results-achieve what?

Each country had a different starting point based on the country context and the level of existing RBA collaboration resulting in three different strategies.

In Colombia the RBAs agreed that the collaboration would be articulated at three different levels: (a) the strategic level, i.e. shared vision for SDG2 and UNSCDF; (b) the ongoing operational level, i.e. ongoing programmes and initiatives; and (c) the programmatic level, i.e. future initiatives that can be envisaged through joint programmes. The government approved the UNSDCF in March 2020 and the RBA joint country plan was finalized.

In Indonesia, a mapping and strategic plan linked to the outcomes of the UNSDCF and aligned to the national development priorities was completed in April 2020. It identified joint RBA activities within: (i) food systems; (ii) inclusive economic development and sustainable livelihoods; and (iii) sustainable management of natural resources, including issues of resilience to climate change and natural disasters.

In the Niger, the RBAs developed a Theory of Change to better align ongoing and future joint RBA work within the current UNDAF and future UNSDCF. An action plan was developed through a consultative process between the RBAs, the government and several UN partners. It focuses on a) replicating existing programmes in new regions; and b) upscaling current programmes to include partners such as UNICEF, UNDP and UN Women.

Challenges, enablers, and lessons learned

Overall, developing the joint RBA country plans have had a positive effect on collaborative efforts, driving shared perspective and coordinated contribution in the UNCT and in the context of the UNSDCF. Moreover, including government ministries and partners in the consultations builds trust and buy-in into the strategic development process. It can also serve as an entry point for other partners to contribute to joint RBA activities. RBAs have committed to working together; however, without secured multi-year funding it will be a challenge to implement these joint activities.

G. Collaboration on corporate services

28. The request by Members to carry out a feasibility assessment on current and future corporate services collaboration is underway and will be concluded at year-end 2020. The following section provides a summary of scope and progress in joint corporate services at country and headquarters level for corporate services.

29. **At country level**, the RBAs are fully committed to the UN efficiency agenda, which aims to achieve administrative and operational cost savings that could be redeployed into development activities. In this context, the idea is for the RBAs to subsume their efforts under those of the UN rather than pursuing isolated initiatives of their own.

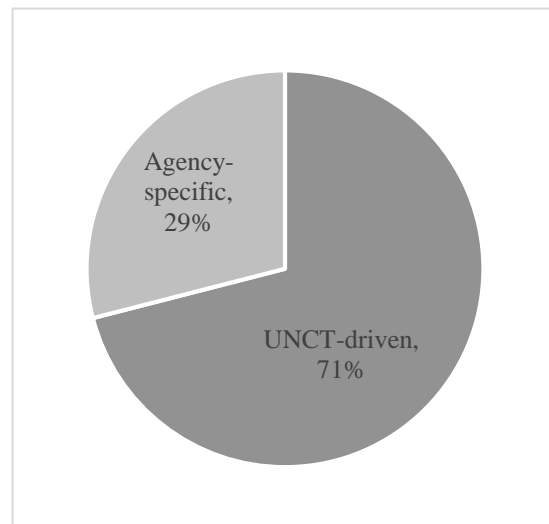
30. The United Nations Sustainable Development Group (UNSDG) scope of business operations includes the full range of “corporate services” as identified in the RBAs MoU, namely: “human

resources, health services, information technology, travel, common premises for country offices, joint and collaborative procurement activities, and corporate environmental responsibility”.

31. As such, all agencies are encouraged to evaluate their current *modus operandi* with the aim to identify areas for enhanced cooperation¹³, that are implemented through the Business Operations Strategy (BOS) and the potential consolidation¹⁴ of selected services as defined in the Common Back Office (CBO), both frameworks used for implementation of the efficiency agenda.

32. For the areas of RBA joint corporate services, an estimated 71 percent of these could potentially be delivered under the leadership of UNCTs at country level (refer to Figure 9). The remaining activities will continue to be delivered separately under agency-specific operations. The CBO global rollout is led by the UN Development Coordination Office, with a target delivery date of 2022, although it should be noted that transition to this business model will not be immediate and will depend heavily on circumstances and UNCT capabilities in individual countries.

Figure 9: Future UN business operation collaboration at country level



33. **RBA collaboration at country level** | At the country level, there are instances where common premises have been found to be an enabler; co-location of agencies can contribute to the efficiency gains through common facility services such as utilities, maintenance and other services.

34. **RBA collaboration at headquarters level** | The existing RBA collaboration at headquarters level in Corporate services can be considered significant (refer to Annex 2). This has been achieved through the commitment demonstrated by the business owners and the skilful management of each agency, identifying opportunities despite differences in resource management systems, procedures, host government agreements and operational tempo. Through the various fora of engagement, the RBAs improve the efficiencies and eliminate duplications by active knowledge sharing, joint tendering and/or “piggybacking”¹⁵ on each other’s procurement contracts through the Common Procurement Team (CPT); joint negotiations with airlines and alliances to receive upfront discount on corporate fares and other ancillary benefits; shared dashboard to determine Entitlement travel lump-sums; shared use of the WFP Da Vinci Point; use of WFP Humanitarian Booking Hub and Aviation during COVID-19 emergency; joint discussions with the Italian Government on Privileges and Immunities; joint Security training; common printshop services, shared use of FAO diplomatic Pouch service to dispatch correspondence with diplomatic immunity; hosting of corporate events; joint

¹³ Cooperation means when entities in-country identify ways to work together, with existing staff and other resources, with a focus on eliminating duplication, leveraging the common bargaining power of the UN and maximizing economies of scale.

¹⁴ Consolidation means when entities in-country identify ways to combine the same or similar activities they perform, resulting in efficiencies in time and thus freeing up resources for other programmatic or support activities.

¹⁵ ‘Piggybacking’ is an established form of UN system cooperation in procurement that is grounded in the UN Financial Regulations and Rules and involves one entity using another entity’s contracts with vendors of goods or services. It enables entities to reduce further procurement review processes where it is founded on UN system cooperation.

initiatives on greening and sustainable facilities and services management; Business Continuity with provision of backup options for premises in case of emergencies; coordination on COVID-19 response including alignment of business continuity plans, joint meetings with the Italian Authorities as part of SMT for Italy, common approach to Return to Office plans, and joint procurement of protective equipment.

35. Collaboration has been further enhanced through the Mutual Recognition Statement, the enabling principles of the UN reform, increasing the agility of operations and removing barriers to collaboration that result from inconsistent or incompatible policies, rules and procedures among UN entities.

36. Current collaboration among the RBA investigations community is strong, for example: each organization uses the other's investigation services whenever assistance or additional capacity on specific cases is needed; training in SH/SEA regularly takes place and is attended by multiple agencies; annual meetings of the RBA OIGs are organized to share knowledge and good practices; joint investigations are performed when appropriate; and, the agencies routinely manage investigations of other agency's staff when conflicts of interest within the oversight functions is present. The bundling of expertise in Rome in these specific fields would not be an effective use of resources and could increase inefficiencies as well as drive up costs by duplicating expertise that is already present and operating. Considering FAO, IFAD and WFP have more operational commonalities with other Agencies, Funds and Programmes within the wider UN System than with each other, a more effective solution may be a UN-wide pooling of SEA investigators on cases that involve multiple UN agencies rather than focusing on shared staffing amongst the Rome-based Agencies alone.

37. There are **limitations to sharing services**; different Enterprise Resource Planning systems, applicable rules and regulations, operational priorities, different levels of decentralization and other factors defining the business operations pose constraints. In September 2019, FAO, IFAD, and WFP jointly conducted a study of *Enterprise Resource Planning implementation and review of potential compatibilities within Rome-based agencies*, which expanded on the recommendations and findings presented in the 2015 UN System Interoperability Study. It concluded that while interoperability is an enabler as part of business transformation, it would introduce more costs than benefits if implemented. The absolute priority is in the alignment of agency policies, procedures and administrative rules and regulations. Recognizing the central priority of alignment, the three agencies are consulting and aiming at more systematically collaborating within the overall UN Business transformation dialogue.

38. The evaluation offices of FAO, IFAD and WFP, as part of their approved programmes of work for 2020-2021 are undertaking an independent joint evaluation on collaboration among the UN Rome-based agencies (RBAs). The evaluation will cover collaborations between two or three RBAs under the four pillars set out in the Global RBA MoU (2018). The main focus will be on collaboration at country level, as this is where collaboration should ultimately impact on the lives and livelihoods of the most vulnerable people and contribute directly to the SDGs and Agenda 2030. The evaluation will be completed by December 2021 and will serve to inform the future direction of collaboration among the RBAs.

III. Lessons Learned

39. In reviewing the progress of collaboration, it is important to consider the critical lessons learned in the last five years, especially since the adoption of the Memorandum of Understanding in 2018. This chapter focuses on enablers as well as challenges to collaboration, and is based on data gathered from headquarters and country office surveys and key informant interviews, as well as drawing on conclusions from a variety of reports and assessments.¹⁶ While the data collected in the surveys is perception data, it proved to hold when cross-referencing available research reports and interview data and serves as a useful reflection point for joint forward-looking dialogue.

40. It is worth noting that the team conducting the independent joint RBA evaluation will develop a Theory of Change during its inception phase, a process RBA leadership will leverage to provide guidance and support in operationalizing collaboration. Indeed, there is broad agreement on the need to have a shared RBA collaboration benchmark against which the three agencies can be measured. A soft indicator could be developed (e.g. relationships; interaction; readiness; etc.) that prompts a different qualitative dialogue amongst organizations. This would need to be tested, refined and adjusted over time, to ensure it serves its purpose: to measure relevance and progress of activities against plans.

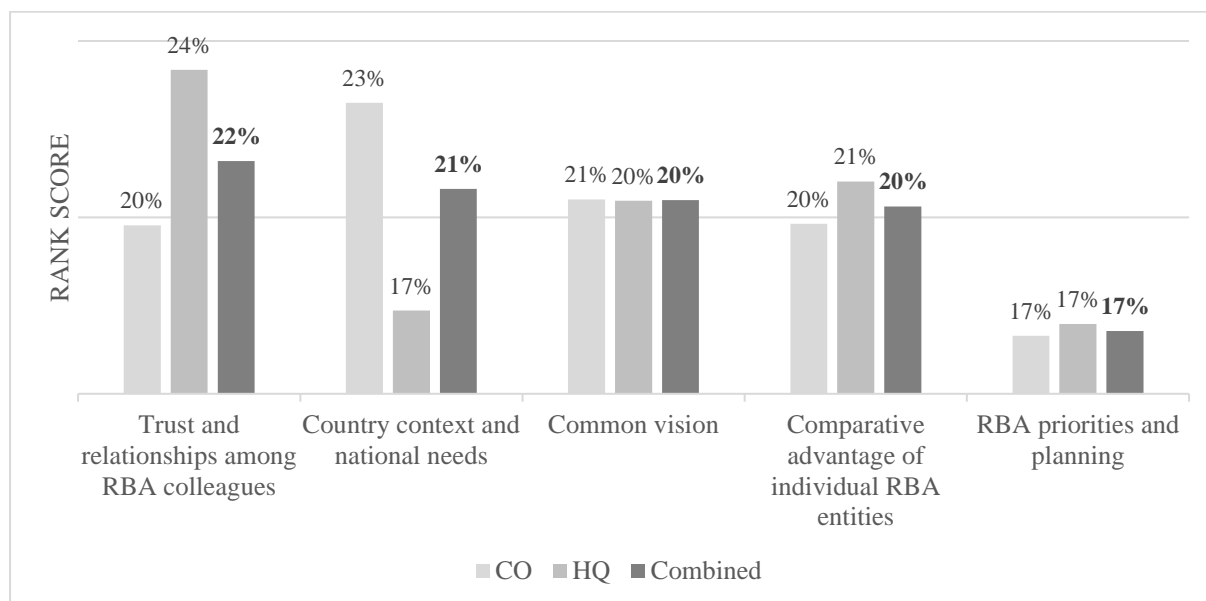
H. Enablers of collaboration

41. When examining enablers of collaboration (refer to Figure 10), ‘Trust and Relationships among RBA colleagues’ is perceived to be the most significant condition for a conducive collaborative RBA environment. Relationships between staff are fundamental – at headquarters level, growing sectoral networks are contributing significantly to collaboration activities, and yet collaboration possibilities continue to remain contingent on common understanding and respect for the mandates of each organization. At country office level, the degree to which collaboration is pursued is again dependent on trust that is often contingent on leaders as well as key technical staff and their relationships with staff from agency counterparts. Comments pointed to the benefits of transparency and respect and as one interviewee pointed out: *‘Success depends on people and trust: Institutions are composed of individuals; to get more effective institutional collaboration, we need to build personal trust in the field. To think about strategy, we need to start with people and individuals in the country first.’* Others talked about how joint programming is mostly based on inter-personal relationships, yet ought to be based on policy and leadership.

42. As might be expected, ‘Country Context and National Needs’ was ranked as the most critical enabler for collaboration by country offices and the second most important factor from both CO and headquarters perspective. Given that national governments are responsible for driving programming, collaboration is heavily contingent on the needs and the respective country-strategy and national development priorities of governments, to which the RBAs must respond. In addition, agency presence is highly dependent on the conditions in the country, e.g. WFP would be heavier represented in an emergency response context and IFAD more focused on development programming, etc.

¹⁶ Useful report resources include: *Country-level collaboration between FAO, IFAD and WFP (MOPAN), 2019; Collaboration for strengthening resilience - Country Case study – Kenya; Collaboration for strengthening resilience - Country Case study – the Niger; Collection and analysis of bilateral or tripartite work collaboration in Latin America and the Caribbean, 2012-17.*

Figure 10: Top enablers of collaboration, as perceived by headquarters and country office staff

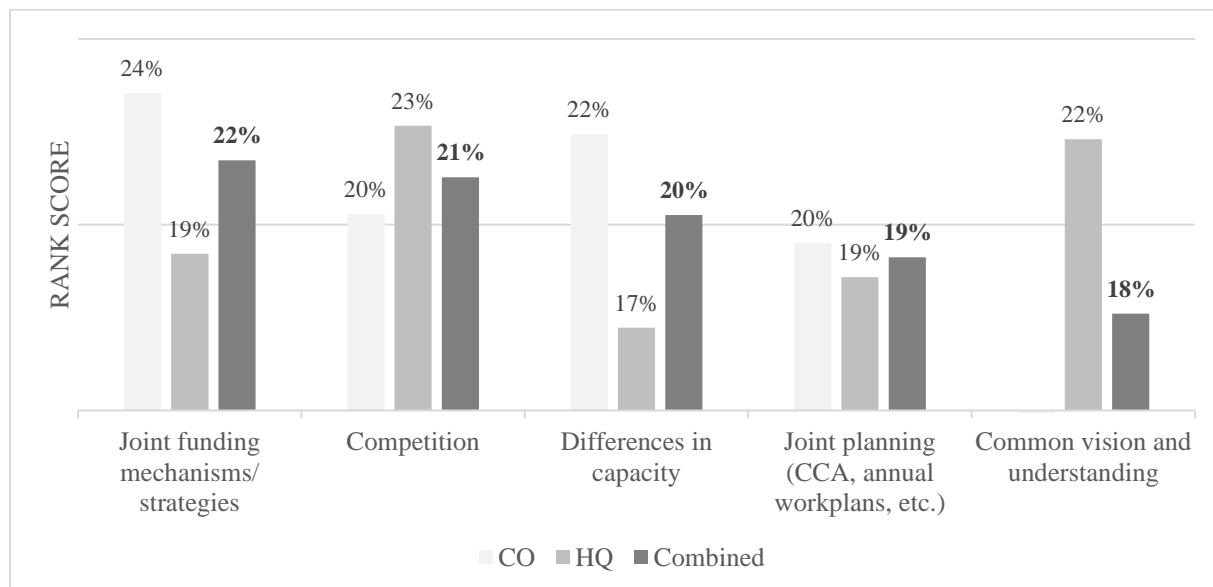


43. ‘Common Vision’ was ranked third overall (combined score of country and headquarters data). Staff comments pointed to the positive impact of senior management setting direction, joint goals, commitment and agreement among its team. The 2019 MOPAN report also identified ‘Common vision and complementarity’ in RBA goals and mandates as one of seven enablers. Though the MOPAN report emphasized ‘*complementarity in the mandates – in a positive sense – around SDG 2 is an important enabler where there is potential to work collaboratively to define and deliver a shared indicator.*’

I. Critical constraints on collaboration to be addressed

44. Data from both the country offices and headquarters closely aligned when it came to the assessment of challenges in collaboration (refer to Figure 11). Of the top five issues, four were considered most critical by both. The lack of ‘Joint Funding’ ranked as the most important issue to address, which was also cited as the fifth *most critical enabler* for RBA collaboration amongst country office staff. This data point was corroborated by interviews conducted for this report where staff frequently cited that competition for funds hinders RBA collaboration which could be addressed with joint fund-raising strategies, anchored through common action plans.

Figure 11: Top challenges to collaboration, as perceived by headquarters and country office staff



45. ‘Competition’ is seen as the second most critical challenge. As one interviewee pointed out: *“It would help to respect the individual mandates of the organizations and take advantage of the complementarities as a point of departure. Distinctiveness should remain. Where it becomes difficult is when RBAs are forced to work together in areas where it is unclear what the consequences are for funding, else RBAs become competitors which is counterproductive. It can’t be collaboration for the sake of collaboration.”*

46. ‘Differences in Capacity’ is considered as an important constraint to collaboration at the country level, where depth of collaboration is and will continue to depend on local staff presence and capacity to undertake collaboration planning, coordination and advocacy. The latter is also dependent on the difference of each agency’s mandate that require different skills sets and capacity to perform the work. This constraint was also highlighted at headquarters level, specifically related to number of staff available to perform certain functional tasks.

47. Finally, it is worth noting that the need for a clear ‘Vision’, is seen by both country offices and headquarters staff as a constraint. Comments by survey respondents cited the need to improve communication and the level of understanding around a vision for RBA collaboration. More dialogue across hierarchy levels and active engagement with government partners or other relevant stakeholders was cited as important.

48. As we look ahead to the next years, survey feedback from country offices identified a number of priorities for action, of which the top three were addressing Food Security, continued attention to COVID-19 response, and improving funding mechanisms and opportunities for collaboration. These priorities aligned closely with findings from leadership and technical consultations at headquarters level, and provide a strong basis on which to develop plans for facilitating growth in the depth and breadth of collaboration. These have been considered, as RBAs have planned for their priorities for 2020/21 and beyond.

IV. The Path Forward

49. Feedback received from Members, country-, headquarters-level surveys, and ~40 interviews conducted over the past 3 months coalesced over the need to be forward looking, analytical and action-oriented. After review and consultation with technical specialists and organizational leadership, five longer-term priorities emerged, where realistic progress can be made over the 2020/21 reporting period and beyond. These priorities include both the technical focus of collaboration (the “what”) and the methods and tools to drive overall collaboration (the “how”), as follows:

- a) Continue to strengthen RBA collaboration within the UN reform
- b) Food Systems Summit
- c) The four areas of collaboration in the context of COVID-19
- d) Joint funding to drive collaboration
- e) Leveraging knowledge and operationalizing collaboration

50. The priorities – described below – are anchored in the context of the UN reform, Agenda 2030 and actions needed to deliver on SDG2 (amongst others), and build on the principles of collaboration where each agency respects the leadership of the other in areas of comparative advantage and seeks to collaborate when there is added value.

10. Priority 1: Continue to strengthen RBA collaboration within the UN reform

51. While all priorities of RBA collaboration are framed and anchored in the context of the UN reform and Agenda 2030, the Rome-based Agencies recognize the importance to make it a standalone priority. This means (i) ensuring common country planning of RBAs takes place under the umbrella of the CCA and the UNSDCF; and (ii) recognizing that corporate services at country level – including the BOS and CBO – will increasingly be delivered within a shared context of the UN reform under the leadership of UNCTs (refer to Chapter II, Figure 9). In short, RBAs recognize that collaboration extends beyond the three Rome-based entities, and requires a holistic approach involving other UN system entities and partners to achieve SDG2 results. The RBA collaboration at country level will therefore be positioned, implemented and evaluated in the UN context, not the RBA context alone.

11. Priority 2: Food Systems Summit

52. The RBAs have been designated by the Secretary General to be the UN anchor agencies for three of the five 2021 Food Systems Summit action tracks and will play a key role in identifying challenges, opportunities, barriers and cross-cutting issues and solutions for transforming food systems. The active role of the three agencies presents a unique opportunity; as one of the interviewees put it: *‘What is it that we want the public to understand? [...] We can be stronger as advocates for agriculture, if we work more closely together in settings such as the Food Systems Summit.’*

53. One of the several objectives of the Food Systems Summit includes engaging in targeted dialogue with Members and Partners and seeks to elevate the political discourse around production and farming through five thematic corridors: (i) Access safe and nutritious food; (ii) sustainable consumption patterns; (iii) Nature Positive Production; (iv) Equitable Livelihoods; and (v) Resilience. Indeed, action tracks will include post-Summit activities and change implementation, as well as a methodology for follow-up and review. The RBAs view the post-Summit activities as an opportunity to identify areas where together they can lead the implementation of activities that will draw upon their individual strengths and collectively transform food systems.

12. Priority 3: The four areas of collaboration in the context of COVID-19

54. The COVID-19 response was, in the words of a senior RBA official a ‘*Dream Partnership between FAO, IFAD and WFP*’. The collaborative effort of the RBAs to address the effects of the pandemic will continue. The four areas of the response will be critical areas for the RBAs to continue to strengthen their work. These are: i) Country programming and planning; ii) Policy and analytical support; iii) Advocacy and information sharing; and iv) Business continuity. RBAs have worked together across these four pillars at country, regional and headquarters levels and efforts will be strengthened around planning and joint programming interventions, conducting joint assessments to assess trends and effects of COVID-19 on Food Security, as well as leveraging joint funding.

13. Priority 4: Joint funding to drive collaboration

55. In an effort to limit competition for funds and to avoid potential overlap of activities at both the global and country levels (see Figure 12), funding mechanisms to drive collaboration will be examined. This includes (i) identifying where joint funding approaches have worked and how and in what context, so as to create opportunities for replication; (ii) developing joint funding guidance documents on how FAO, IFAD, and WFP at the country level can partner together, strengthening their efforts to secure joint funding for their activities; and (iii) working in close partnership with Members, including national governments and contributing partners, to ensure that the collective strengths of the RBA are appropriately leveraged in programme delivery.

14. Priority 5: Leveraging knowledge and operationalizing collaboration

56. Building on the internal guidance documents the three entities already have in place, the RBAs will improve systematization of its knowledge process, examining what works well and should be leveraged and expanded. The intention is to provide actionable guidance that will enable staff across the organizations – and especially those responsible for developing programming at country level, – to operationalize the vision for collaboration. It will seek advice from its focal points with the intent to improve overall engagement, communication and knowledge sharing. Feedback received from the survey respondents and interviewees emphasized a need to specifically increase knowledge sharing and communication structures and exchange among the RBAs at headquarters, regional and country offices, with the overall aim of improving the understanding and clarity of vision and rationale for RBA work.

57. As an important component of knowledge sharing and lessons learned, the data sharing and analysis that has led to this report also serves as an important baseline for measuring collaboration and leveraging the lessons learned from collaboration. Clearly there are challenges in gathering and sharing information in a decentralized process between three agencies, but the systematic planning and monitoring of collaboration will serve as an important resource in the years to come.

58. As an important component of measuring and reporting on progress, the RBAs also look forward to the results of the joint evaluation on RBA collaboration, as the evaluation will provide the agencies with informed decisions about enhancing collaboration to contribute to the achievement of the 2030 Agenda for Sustainable Development. Results will continuously be fed into its priorities and subsequent planning.

Annex A: Report methodology

1. Reporting approach and objectives

1. To aid in the development of the report, the RBAs undertook a series of consultations with RBA staff at various levels, including leadership, sectoral and country office levels, including via group interviews, expert informant interviews and through the elaboration of brief questionnaires.

2. **The report is not an evaluation, nor is it intended to be an exhaustive and comprehensive analysis of collaboration activities across the RBAs.** Instead, focus has been made on providing strategic information with explanations of trends and new developments, while capturing the general scope and nature of collaboration. The information gathering and reporting thus emphasizes data that reasonably illustrates overall collaboration, lessons learned and potential priorities for the future. Where figures for collaboration are provided, these are made on best available data (due to limitations of the decentralized nature of activities), presented on a conservative basis so as to not overstate possible levels of collaboration.

2. Data gathering and analysis

3. Noting the overall purpose of the report is to provide strategic updates and guidance, the following methods were used to frame the content and source critical information:

- Individual and group consultations with approximately 50 staff interviewed, including technical specialists (in over 17 sectoral areas), leadership focal points for each agency and country level representatives;
- A collaboration survey of WFP focal points in country offices worldwide. Responses were received from focal points in 45 country offices and additionally from four WFP regional bureaus. The survey featured two components: 1) data gathering on current examples of collaboration across four areas of collaboration (described in Annex C), and perceptions of collaboration challenges, enablers and priorities for future years). There are acknowledged limitations to the survey, specifically that reporting is presented from the lens of WFP focal points. In future years, the responsibility for conducting the survey will either be shared across all three RBAs or rotate between agencies;
- A headquarters-level data gathering exercise featuring a structured questionnaire for RBA focal points responsible for or knowledgeable of over 17 distinct areas of collaboration in Thematic, Global and Corporate services pillars. This exercise included a small component of data gathering on collaboration activities through direct consultations. The exercise featured 53 respondents across the three agencies. The results of the survey are not considered to be statistically accurate, but instead provide a pragmatic illustration of trends and priorities for collaboration;
- Review and synthesis of reports and assessments carried out at country, regional and headquarters level.

Annex B: Headquarters details

5. Annex B provides additional detail and substantiating information related to collaboration between the RBAs at headquarters, including specifically:
- Summary of collaboration in thematic areas and global fora
 - A full overview of the status of collaboration activities relating to Joint Corporate services at headquarters level.
6. The following figures provide additional detail on collaboration in headquarters-driven activities, including in thematic areas (Pillar 3) and global fora (Pillar 1)

Figure 12: Detailed summaries of collaboration in thematic areas

Thematic area	Focus SDGs	Collaboration since	Changes from previous years	Estimate number of countries implementing RBA collaboration	USD value of joint projects
Climate change	1, 2, 6, 12, 13	2015	Same	5-10	2.7 million
<p>FAO, IFAD and WFP have been jointly advocating to integrate food security and agriculture into international discussions on climate change during the 25th Conference of the Parties (COP25) of the United Nations Framework Convention on Climate Change (UNFCCC) held in Madrid in December 2019, and at other UNFCCC related meetings. This included high-level events related to climate action and the SDGs (1,2 and 12). The three agencies also organized high-level events on linkages between climate change and food security at CFS46 and CFS47. RBAs collaborate on Green Climate Fund (GCF) joint projects/programmes, advise the GCF Secretariat on the development of its strategy on agriculture and food security, and share their expertise and experience. Together they collaborate on global programme frameworks and provide country support on initiatives related to climate risk management and adaptation including on climate forecasting and climate services.</p>					
COVID-19 response	1, 2	2020	Substantially more	N/A	N/A
<p>RBAs have increased collaboration to combat the impact of COVID-19 on food security, across four broad areas: i) Country Programming/Planning; ii) Policy & Analytical Support; iii) Advocacy and information sharing; iv) Business Continuity. They produced the Secretary-General's Policy Brief on the <i>Impact of COVID-19 on Food Security and Nutrition</i>. This improved awareness of FSN issues especially as an important element of the UN Framework for socio-economic response plans. At the G20 Agriculture Ministers' Meeting in April 2020, the RBAs together with the World Bank, issued a Joint Statement on the effect of the COVID-19 pandemic on the food system: disrupting food value chains and impacting the availability of food. The Statement emphasized the need to keep international trade markets functioning. Please refer to case study in report for more detailed information.</p>					
Emergencies	1, 2	1990s	More	45	Over 20 million
<p>Emergency response examples include FAO/WFP joint work in food crisis countries, including work on livelihood support to vulnerable populations affected by the desert locust outbreak; climate crisis, conflict, other natural disasters, and the COVID-19 pandemic. Around climate crisis (e.g. floods in the Niger and the Sudan) and conflict (Burkina Faso, South Sudan and Yemen), among others they coordinated their joint advocacy to countries in food crisis including through the first joint</p>					

Thematic area	Focus SDGs	Collaboration since	Changes from previous years	Estimate number of countries implementing RBA collaboration	USD value of joint projects
<p>hotspots report (July 2020), and joint briefings of the UN Security Council, and the Global Report on Food Crises (produced under the Global Network Against Food Crises).</p> <p>Since the onset of the COVID-19 pandemic, FAO and WFP have scaled up their response under the Global Humanitarian Response Plan for COVID-19, including greater collaboration in analysis, adjusting delivery mechanisms to physical distancing requirements, and reprogramming to meet rising needs.</p>					
Global Food Security Cluster	2	2010	More	33	NA
<p>Under FAO and WFP leadership, the global Food Security Cluster (gFSC) informs the Humanitarian Response Plan and the COVID-19 Response Plan with timely data and targeted programming objectives. The food security sector represents 23% and 18% of the total HRP and COVID-19 Response Plans respectively. The gFSC is an active member of the Global Network Against Food Crisis.</p> <p>Since the pandemic, a dedicated COVID-19 working group has been set up within the gFSC, providing technical guidance, advocacy support and food security information and analysis, linked to the data facility, and working together with agencies on the ground to mitigate the impact of the pandemic.</p>					
Gender	2, 5	2014	Same	5-10	25-30 million
<p>The RBAs have a long-standing cooperation in gender not just at the operational level, but also at the advocacy and policy level, knowledge management and communications, capacity development and resource mobilization for joint initiatives.</p> <p>Over the past year, the RBAs have furthered collaboration in two main initiatives: (i) Joint Programme on Gender Transformative Approaches (JP-GTA), along with the (ii) Joint Programme on 'Accelerating progress towards rural women economic empowerment' (JP RWEE). Please refer to case study in report for more detailed information.</p>					
Nutrition	2	2018	More	60 plus	N/A
<p>In 2020, after extensive consultations, it was agreed amongst the heads of FAO, IFAD, UNICEF, WFP and WHO, that the UN Network for SUN and the UNSCN would be merged into a new body named UN Nutrition. The merger is fully aligned with and in support of the UN Reform agenda. UN Nutrition will be supported by a lean secretariat and envisions a stronger voice for nutrition and enhanced impact on the ground. The mandate of UN Nutrition strengthens nutrition governance and coordination not only at the global level but also at the country level. The secretariat will be hosted by FAO.</p>					
Resilience	1, 2	2015	same	20-30	Over 100 million
<p>In 2015, the RBAs developed the joint 'Conceptual Framework on Strengthening Resilience for Food Security and Nutrition', which continues to guide resilience action, including the formulation of the RBA Plan of Action for the Sahel, which is an opportunity to make the Humanitarian-Development-Peace nexus a concrete reality on the ground, with associated impacts on more resilient agriculture-based livelihoods and agri-food systems. Concrete collaboration on the ground in 2020 has included the continued implementation of the RBA Canada-funded resilience programme in the Democratic Republic of the Congo, the Niger and Somalia, as well as the more recent German-funded joint FAO-WFP-UNICEF programme in the Democratic Republic of the Congo and the soon to start programme of the three agencies in Somalia.</p>					
Rural Development	1, 2	2005	Same	20-30 countries	23 million
<p>FAO works closely with IFAD to support investments in food and agriculture, providing technical expertise in the formulation of approximately 40% of IFAD investment programmes. Also, FAO and WFP have been collaborating with IFAD under CABFIN partnership (Capacity Building in Rural Finance) for over 15 years. FAO contributes to the IFAD-led Smallholder and Agri-SME Finance and Investment Network (SAFIN).</p> <p>Country projects focus on strengthening the knowledge and capacity of the poorest and most vulnerable with programmes in rural finance, inclusive value chains and other pro-poor programmes.</p>					

Thematic area	Focus SDGs	Collaboration since	Changes from previous years	Estimate number of countries implementing RBA collaboration	USD value of joint projects
School Feeding	1, 2	2010	More	10 plus countries	1 million
<p>During the COVID-19 crisis schoolchildren have been severely impacted due to school closures. The RBAs joined UNICEF in advocating to transform or adapt school feeding programmes in an effort to safeguard the food security and nutritional status of school-aged children during the COVID-19 pandemic and provided guidance to ensure safe delivery, including proper distancing procedures and water, sanitation and hygiene measures. By working together, the agencies have an opportunity to make a game-changing contribution to ensure that all children get the nutrition they need, strengthening local agriculture, increasing productivity and nourishing the youth of a country, thereby boosting human capital and economic growth.</p>					
South-South and Triangular Cooperation (SSTC)	17	2017	Same	N/A	N/A
<p>Under the China-IFAD SSTC Facility, the first RBA SSTC in-country initiative on cassava was launched, for implementation in the Republic of the Congo. The project aims to establish a framework and a business plan to produce fortified cassava flour and sell it throughout national and regional markets. The RBAs also continue their development of a methodology for the qualitative and quantitative assessment of SSTC and its contribution to development results in agriculture, rural development, food security and nutrition. It will be used to monitor, assess and report on the results of SSTC, and identify lessons learned and good practices.</p> <p>On 16 September, the three agencies jointly organized and celebrated the 2020 UN Day for South-South Cooperation with focus on supporting food systems transformation and address immediate and mid-term needs, considering the COVID-19 pandemic.</p>					
Youth	8		More	1-4	1.8 million
<p>The RBAs continue to work closely on global initiatives within the Inter-Agency Network on Youth Development (IANYD) and ad-hoc country project activities for Rural Youth entrepreneurship and decent employment in food and agriculture and to make rural areas more attractive for youth or for supporting meals distribution to children and youth during Junior Farmer Field and Life Schools' initiatives. Furthermore, FAO and IFAD have continued to collaborate on the framework of the International Partnership for Cooperation on Child Labour in Agriculture (IPCCLA), and to jointly elaborate messages on the occasion of the World Day Against Child Labour (WDAFL). Of importance, both IFAD and WFP have contributed and supported via their Youth Committees and Youth Desks to the development of the FAO's five-year 'Rural Youth Action Plan' to be presented at this year's COAG. This collaboration aims at furthering joint activities within the 5 pillars of the Action Plan.</p>					

Figure 13: Detailed summaries of collaboration in global fora

Global fora	Focus SDGs	Collaboration since	Changes from previous years	Estimate Number of countries implementing RBA collaboration	USD value of joint projects
Committee on World Food Security (CFS)	1, 2	2010	Same	NA	NA
<p>In 2020, the RBAs continued to provide financial and staffing support to the Secretariat of the CFS as well as promoting the CFS policy products within their respective workplans as instruments for accelerating progress on the implementation of the SDGs. The RBAs continue to actively engage in the strategic direction of the CFS as permanent members of the CFS Advisory Group. The agencies are actively engaged in technically contributing to CFS workstreams such as the development of the CFS Voluntary Guidelines on Food Systems and Nutrition and policy recommendations on agro-ecology and other innovations as well as contributing to the CFS High-Level Special Event to be held during World Food Week.</p>					

Global fora	Focus SDGs	Collaboration since	Changes from previous years	Estimate Number of countries implementing RBA collaboration	USD value of joint projects
International Digital Council for Food and Agriculture	1, 2	2020	Same	N/A	N/A
<p>In January 2020, FAO (with contributions by IFAD, OECD, OIE, WFP, the World Bank and WTO) submitted a concept note to support discussions for the establishment of an “International Digital Council for Food and Agriculture” to the 12th Berlin Agriculture Ministers’ Conference on the occasion of the Global Forum for Food and Agriculture (GFFA 2020). The International Digital Council for Food and Agriculture is to be an inclusive forum that will advise governments and other relevant actors, drive the exchange of ideas and experiences and consequently help everyone harness the opportunities presented by digitalization.</p> <p>The FAO Council discussed the issue at its 164th Session in June 2020 and agreed that the proposed initiative be called the International Platform for Digital Food and Agriculture” and endorsed its hosting by FAO.</p>					
State of Food Security and Nutrition in the World (SOFI)	1, 2	1999	Same	N/A	N/A
<p>The 2020 edition of The State of Food Security and Nutrition in the World is the fourth consecutive year in which UNICEF and the World Health Organization (WHO) have joined the RBAs in preparing this annual flagship report. The previous three editions of the report presented evidence that hunger was slowly on the rise and an in-depth analysis of the three drivers behind this trend reversal, namely conflict, climate and economic slowdowns. This year’s report offers projections confirming that the world is not on track to achieve Zero Hunger by 2030 and the situation is deteriorating further due to impacts of the COVID-19 pandemic.</p> <p>The report puts a spotlight on the high cost and unaffordability of a healthy diet, associated with increasing food insecurity and different forms of malnutrition (e.g. obesity) and calls for a transformation of food systems, including interventions along the entire food supply chain to cut losses and enhance efficiencies to lower the cost of nutritious food.</p>					
High-level Political Forum (HLPF)	1, 2	2013	Same	N/A	N/A
<p>On the margins of the 2020 HLPF - ‘Accelerated action and transformative pathways: realizing the decade of action and delivery for sustainable development’ -, the RBAs organized, in partnership with UNICEF and WHO, the annual launch event of the State of Food Security and Nutrition in the World (SOFI) 2020 report.</p> <p>In addition, the RBAs and DESA convened one of the six HLPF thematic review sessions on SDG2 ‘Ending hunger and achieving food security for all’ and IFAD led, in partnership with FAO, a high-level side event ‘Partnering with Indigenous Peoples: Leveraging their knowledge to achieve the SDGs by 2030 while recognizing the challenge to address the outbreak of COVID-19’.</p>					
UN Decade of Family Farming (UNDFFF)	1, 2	2019	More	N/A	N/A
<p>The UNDFFF established a FAO-IFAD Joint Secretariat to coordinate the overall implementation of the Global Action Plan of the UNDFFF. At the global level, the Secretariat manages communication, awareness raising and dissemination activities, and develops global products to provide technical support to the UNDFFF implementation at the regional/national level. At the national level, the Secretariat is creating multi-actor fora and platforms for policy dialogue, to promote the design and implementation of action frameworks to support family farming (National Action Plans – NAPs). The goal is to establish 100 NAPs by 2024, with 6 NAPs established and 34 countries already started. Overall, 1,400 Farmer Organizations, NGOS, public institutions, academia institution have been involved.</p> <p>Under this framework, FAO and IFAD are jointly developing the first global product of the UNDFFF, a learning programme on public policy innovations to support family farming. The programme will serve as an evidence-based capacity development tool to assist state and non-state actors in the review, design, implementation and monitoring of public policies to strengthen family farming.</p>					
Food Systems Summit (FSS)	1, 2, 8, 12, 13	2019	Significantly more	N/A	N/A

Global fora	Focus SDGs	Collaboration since	Changes from previous years	Estimate Number of countries implementing RBA collaboration	USD value of joint projects
<p>The RBAs have been supporting the UN Special Envoy and Food Systems Summit Secretariat to develop the processes and governance structures that will shape the activities and outcomes of the 2020 UN Food Systems Summit and have committed human and financial resources to the Secretariat.</p> <p>The RBA Principals are members of the Advisory Committee, and the RBAs are members of the UN Task Force and Scientific Committee. As UN Anchor Agencies for three of the five action tracks, the RBAs will have a role in shaping the direction of each track while at the same time, and due to their cross-cutting nature, contribute to all the action tracks.</p> <p>The RBAs have also been very active in supporting the Members engage and contribute to the Summit processes vis-à-vis the Rome-based Group of Friends of the Food Systems Summit.</p>					
Global Network Against Food Crises	1, 2	2016	Substantially more		N/A
<p>Launched by the European Union, FAO and WFP to tackle protracted crises and recurrent disasters, reduce vulnerability, and manage risk, by bridging the divide between development and humanitarian partners. The implementation of the Global Network aims at strengthening partnership while prioritizing interventions according to evidence-based analysis and ultimately bringing at scale country resilience programmes. The Global Network also releases the annual “Global Report on Food Crises”. In 2020 the report described the scale of acute hunger in the world and provided an analysis of the drivers that are contributing to food crises across the globe and examined how the COVID-19 pandemic might contribute to their perpetuation or deterioration.</p>					
Joint evaluation			More	10+	NA
<p>At headquarters, a Community of Practice on evaluation in agriculture, food security and rural development (EvalFORWARD) was created and is maintained. The joint evaluation of RBA collaboration has also been initiated. At country level, there are 10 joint evaluations between WFP and one or both RBAs.</p>					

4. Joint Corporate Services detail

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

Figure 14: Detailed summaries of collaboration in headquarters level corporate services

Business service	Information sharing	Formal MOU/ SLA/ LoA	Level of Collaboration	Remarks
ADMINISTRATION				
Building management	Structured	Tripartite	High	<ul style="list-style-type: none"> International Network for Facility Manager (INFM) Joint procurement for utilities (electricity and gas) and general knowledge sharing Business continuity alignment (e.g. COVID-19 measures) FAO SSC hosting WFP providing 12 workstations. Business Continuity with provision of back up options for premises in case of emergencies.
Copying, Mail and printing	Structured	Bilateral (WFP & IFAD)	High	<ul style="list-style-type: none"> IFAD printing service in large volume specialized material is provided to WFP, UNHCR and Biodiversity; FAO Diplomatic Pouch Service for IFAD to dispatch correspondence and material with diplomatic immunity.
Security and fire safety	Structured	Tripartite	High	<ul style="list-style-type: none"> Interagency Security Management Network Security Advisory Group Close collaboration in delivering joint training activities (for example: joint delivery of SSAFE and WSAT courses; WFP and FAO have completed their security access control system upgrades; the knowledge sharing is guiding IFAD in their upgrade)
Travel and Visa	Ad-hoc	Tripartite	High	<ul style="list-style-type: none"> Interagency Travel Network to share best practices with a view to foster harmonization of policies and procedures Joint RBAs negotiations with airlines and alliances to receive upfront discount on corporate fares and other ancillary benefits. IFAD signs agreement on behalf of the RBAs but negotiations are conducted together; Joint global agreements with hotels and venues for meetings and events will be concluded as a joint procurement activity Shared dashboard to determine Entitlement travel lump-sums Shared use of the WFP Da Vinci Point; Shared use of WFP Humanitarian Booking Hub and Aviation during COVID19 emergency;

Business service	Information sharing	Formal MOU/ SLA/ LoA	Level of Collaboration	Remarks
				<ul style="list-style-type: none"> IFAD Travel Guidelines are in line with the UN on terminal allowances and DSA IFAD tender on Travel Management Company opened to RBAs to facilitate piggy-backing. UNHCR is currently using IFAD Travel Management Contract.
General admin services	Structured	Tripartite	Med	<ul style="list-style-type: none"> Weekly meetings of RBAs facility teams Joint diplomatic pouch managed by FAO providing services to all three RBAs
Greening activities	Ad-hoc	Tripartite	Med	<ul style="list-style-type: none"> IMG on Environment Sustainability Management Joint activities on greening/environmental management awareness and initiatives Joint initiatives on sustainable facilities and services management.
Light vehicle fleet / transport	Structured	Tripartite	Med	<ul style="list-style-type: none"> Country office fleet management project with potential collaboration with WFP and UNHCR WFP daily shuttle to FAO
Accommodation (incl. Guesthouse management)	Structured	Tripartite	Low	<ul style="list-style-type: none"> Ongoing consolidation of the guesthouse (GH) management and inclusion of FAO GH into UN Booking Hub
PROCUREMENT				
Collaborative procurement	Structured	Tripartite	High	<ul style="list-style-type: none"> RBAs 2018 MoU - part of the "corporate services" scope Procurement Network of the United Nations System Chief Executives Board for Coordination (CEB) High-Level Committee on Management Procurement Network (HLCM - PN) Common Procurement Team quarterly meetings Review of joint procurement opportunities under the Common Procurement Team (CPT) and realizing potential benefits for savings (time, administrative and financial), and harmonization of procedures; Collaboration and partnership for procurement of pandemic related requirements
Contract management	Structured	Tripartite	High	
Market analysis	Structured	Tripartite	High	
Procurement planning / Strategy	Structured	Tripartite	High	
Sourcing	Structured	Tripartite	High	
Third party procurement (Governments, Partners, etc.)	Structured	Tripartite	High	
Vendor management	Structured	Tripartite	High	<ul style="list-style-type: none"> Joint procurement for the following services <ul style="list-style-type: none"> Legal Services for Organization and Staff IT Telephone System Maintenance Services Meteorological Stations Supply of utilities Joint Hotel Programme,

Business service	Information sharing	Formal MOU/ SLA/ LoA	Level of Collaboration	Remarks
				<ul style="list-style-type: none"> ○ Joint Global Airlines Agreements (managed through Interagency Travel Network) • Mail and courier services • IFAD tender on Travel Management Company allowing piggy-back. UNHCR currently using IFAD Travel Management Contract. • Update on the vendor management through UNGM • A number of piggy-backs among the RBAs and other organizations
HUMAN RESOURCES				
Staff support	Ad-hoc	2 Bilateral	High	<ul style="list-style-type: none"> • High-Level Committee on Management HR Network (HLCM - HR) • Collaboration in Medical Services are formalized through bilateral LoAs • FAO contracts laboratory services on behalf of other RBAs • WFP provides support to FAO at headquarters and in the field where specialized consultation is required (ergonomist, counselling, psychologist)
Staff Social Security	Structured	TBD	Med	<ul style="list-style-type: none"> • FAO provides after-service insurance administration of the premium payment for IFAD
ICT				
Application development and maintenance (ADM)	Structured	Tripartite	High	<ul style="list-style-type: none"> • HLCM Digital & Technology Network (DTN) • Geospatial system – shared between FAO and IFAD; Regular meetings of the FAO/IFAD working group • Joint procurement of IT services: <ul style="list-style-type: none"> ○ IT Telephone System Maintenance Services ○ IT Specialized Trainings
ICT infrastructure	Structured	Tripartite	TBD	
ICT services	Structured	Tripartite	High	
Telecoms	Structured	Tripartite	Low	

Annex C: Country level details

8. Annex C provides additional detail and substantiating information related to collaboration between the RBAs at country office level, including specifically:

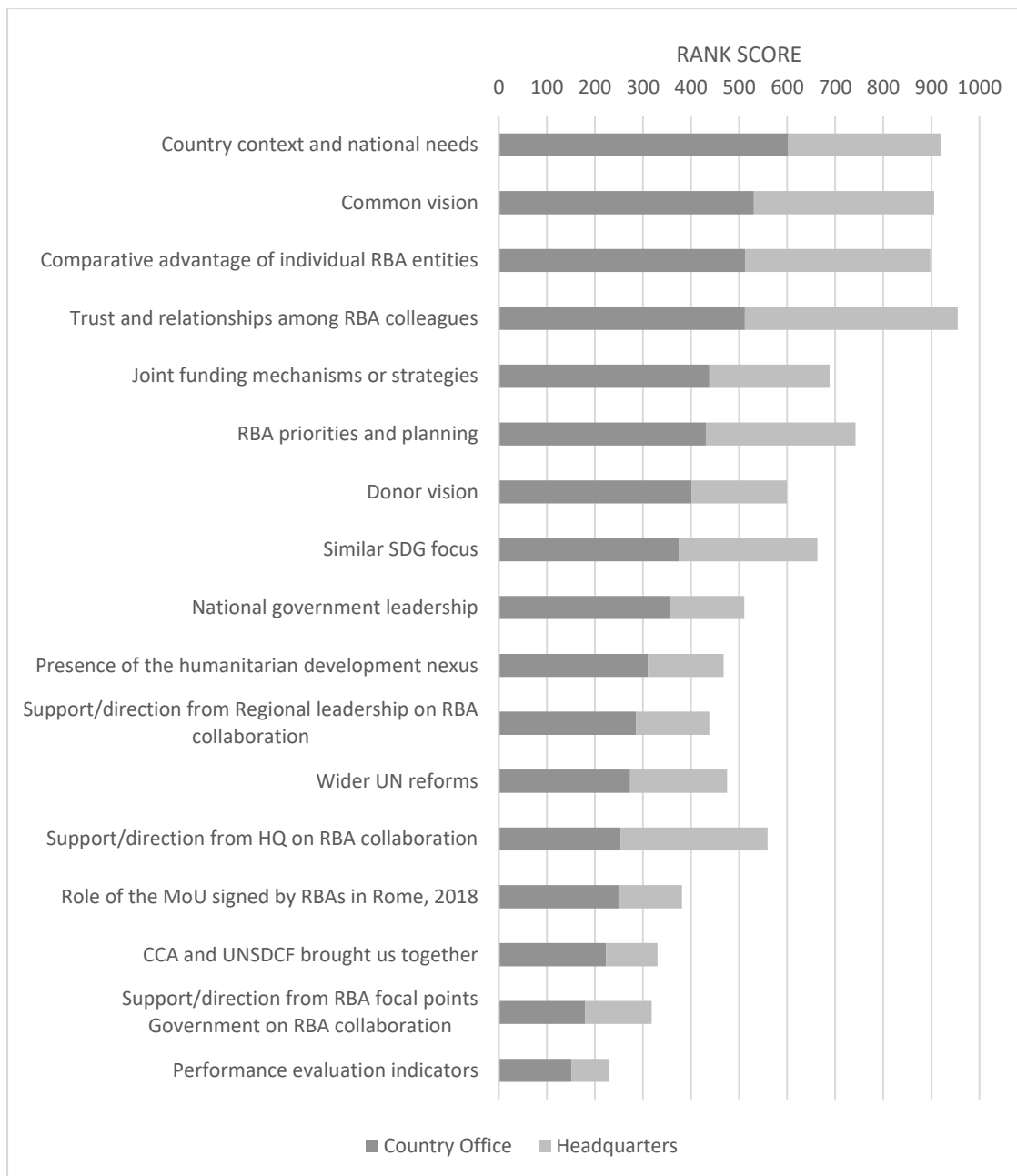
- Expanded detail related to collaboration enablers and challenges at country office level; and
- Examples of collaboration in joint programmes

5. *Collaboration enablers and challenges*

9. The following figures are the responses of a survey of country office and headquarters staff, on the enablers of, and challenges to collaboration. Each item is given a rank and score, where the score is a weighted calculation in which items ranked first are given a higher value or "weight.", and the overall score is the sum of all the weighted values. The weighted values are determined by the number of items in the list.

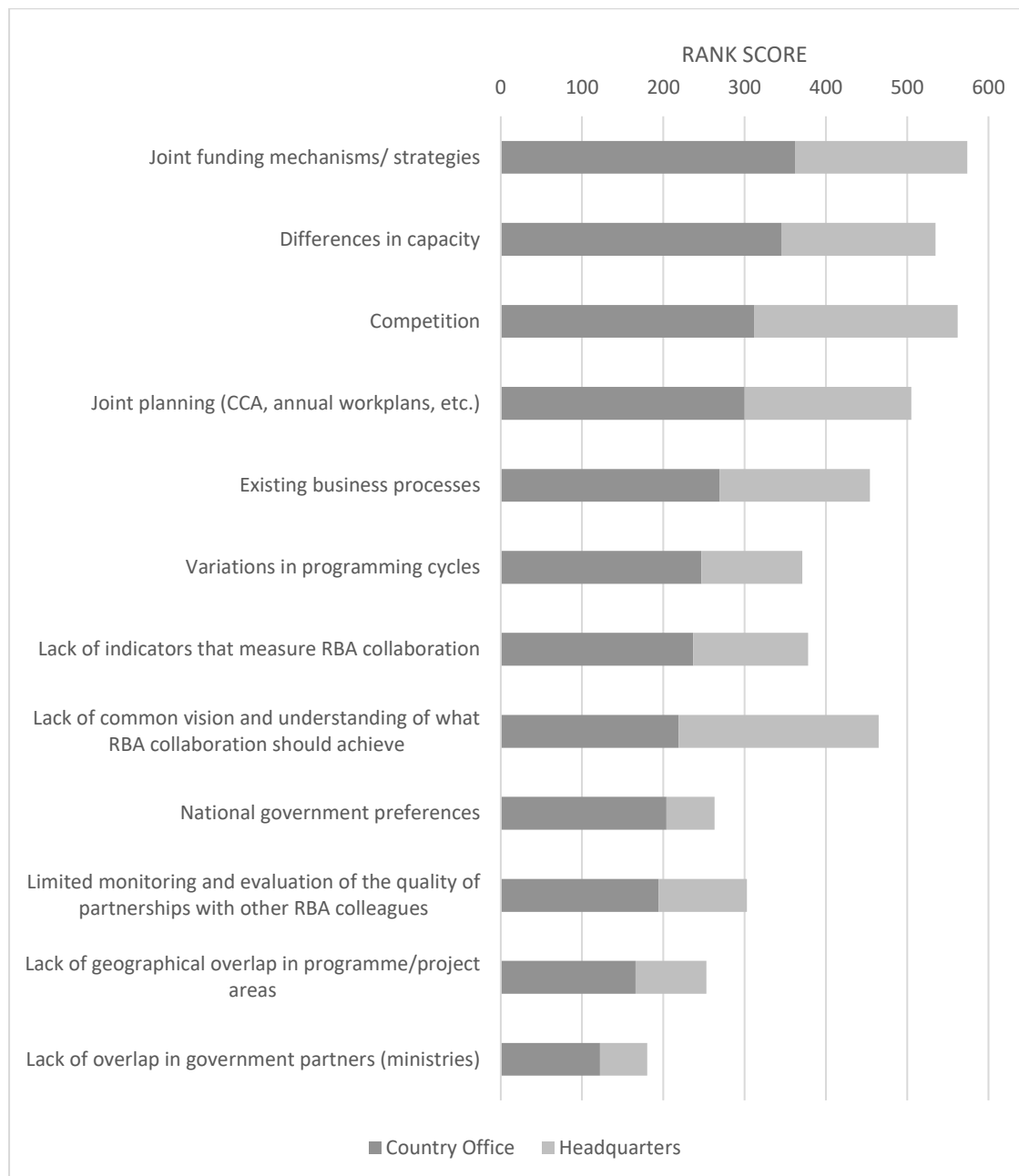
10. Figure 15 provides a detailed breakdown of survey responses to the question: "*Please rank the following enablers of collaboration between the RBAs (considering the organization overall, from headquarters to country level), from most significant to least significant.*"

Figure 15: Collaboration enablers at headquarters and Country office levels (listed in order of country office ranking)



11. Figure 16 provides a detailed breakdown of survey responses to the question: “Please rank the following constraints and barriers to collaboration between the RBAs (considering the organization overall, from headquarters to country level), from most significant to least significant”.

Figure 16: Collaboration challenges at headquarters and Country office levels (listed in order of country office ranking)



12. Figure 17 provides examples of joint programming initiatives, partners, and funding patterns at the country office level, based on a survey of WFP RBA collaboration focal points.

Figure 17: Examples of Joint programming initiatives at the country level

Country	Title or brief description	Gov't partner (ministries)					RBA / UN Partners					Funding entity	Funding (USD '000s)	Brief description of impact
		Agric	Educ	Environ	Health	Other	WFP	FAO	IFAD	Other UN				
Afghanistan	Support to small farmers	✓					✓	✓				France	500	Support to lean season period.
Cambodia	Shock responsive social protection					✓	✓	✓				ECHO	315	Enhanced social assistance to poorest Cambodians in time of crisis.
Indonesia	Sustainable food systems in Indonesia					✓	✓	✓	✓			Human Security Trust Fund	300	A number of advocacy and outreach products including an analysis of the effects of COVID-19 on food systems and a CLEAR+ analysis.
Myanmar	Food security assessment with FAO at household level impact of COVID-19						✓	✓					-	The assessment report, combined with ongoing remote monitoring will facilitate an enhanced understanding of evolving food assistance needs.
Nepal	Joint Programme on Rural Women's Economic Empowerment (RWEE)	✓					✓	✓	✓	✓		Sweden and Norway	327	Rural women's economic empowerment.
Iran	Greenhouse livelihood project for refugees					✓	✓	✓					20	Job creation for 60 refugees.
Iraq	Food Security Monitoring in Iraq					✓	✓	✓	✓	✓		World Bank / IFAD / FAO and WFP funds	-	Government showing interest to adopt policies recommended in reports.
Lebanon	MADAD (Regional Trust Fund in Response to the Syrian Crisis)	✓					✓	✓	✓			EU	5,000	Impact on over 9,000 vulnerable Syrians and Lebanese (also in Jordan).

Country	Title or brief description	Gov't partner (ministries)					RBA / UN Partners					Funding entity	Funding (USD '000s)	Brief description of impact
		Agric	Educ	Environ	Health	Other	WFP	FAO	IFAD	Other UN				
Libya	Recovery support for smallholder farmers in the Fezzan Region					✓	✓	✓			Not yet funded	1,500	Support smallholder farmers to ensure safe production and access to markets; Build the resilience of smallholder farmers to future shocks.	
Tajikistan	Purchase for Progress	✓			✓		✓	✓			USAID / Feed the Future (potential)	-	Improve nutritional and sustainable agriculture as well as local supply chains and livelihoods.	
Tunisia	HGSF / COVID response / CBT distribution for school children	✓	✓				✓		✓		IFAD/ WFP	500	Nutrition assessment P4P CBT distribution for HH having school children after school closure; Home-grown school feeding (HGSF) programme	
Yemen	Supporting Resilient Livelihoods and Food Security (ERRY II) 2019-22					✓	✓	✓		✓	EU DEVCO/SIDA through UNDP	51,000		
Benin	Linkage between IFAD agricultural programmes and WFP School feeding programme		✓				✓		✓		Agency budgets	-	Pilot project to be launched in October 2020.	
Chad	PBF-FAO/PAM-Chad/Niger			✓			✓	✓			Peace-building Fund (PBF)	625	Peaceful coexistence between nomads and agronomist.	
Ghana	Comprehensive Food Security and Vulnerability Analysis (CFSVA)					✓	✓	✓		✓	World Bank PEF funds	600	Project at feasibility stage.	
Guinea	Prevention of intercommunity conflict in Guinea Forestiere	ü					✓	✓		✓	Peacebuilding Fund	2,010	Grant secured in August 2020, programme duration 24 months.	

Country	Title or brief description	Gov't partner (ministries)					RBA / UN Partners					Funding entity	Funding (USD '000s)	Brief description of impact
		Agric	Educ	Environ	Health	Other	WFP	FAO	IFAD	Other UN				
Liberia	Sustaining peace through youth economic empowerment	✓				✓	✓	✓		✓	PBF	1,000		
Mali	Support for resilience, food security and nutrition	✓					✓	✓		✓	Canada (GAC)	15,000	COVID-19 adapted implementation of the WFP-FAO-UNICEF Mali Joint Integrated Resilience Strategy/Package in the period 2019-2023.	
Mauritania	Consolidation of peace and promotion of social cohesion through strengthening community resilience in the face of climate change						✓	✓			UNSDG Fund/ PBF	1,500		
Niger	RBA Resilience Initiative	✓		✓		✓	✓	✓	✓	✓	Canada	15,000	Resilience building.	
Sao Tome and Principe	Reducing impact of COVID-19 on livelihoods	✓	✓				✓	✓		✓	SG Office - Multi Partner Trust Fund (MPTF)	300	Reducing the socio-economic impact of COVID-19 in the livelihood of 540 vulnerable households, by ensuring their access to land, seeds and agricultural materials.	
Senegal	Strengthen food systems by displaying small producers affected by the pandemic						✓	✓		✓	Interim Second Call for Proposals, MPTF	1,000	Proposal under review.	
Congo - Brazzaville	Local production of fortified cassava flour in the Bouenza department	✓					✓	✓	✓	?	China SSTC facility	470	Business plan for the production and sale of enriched cassava flour, and small-scale producer groups benefit from increased production capacity and access to the cassava value chain.	

Country	Title or brief description	Gov't partner (ministries)					RBA / UN Partners					Funding entity	Funding (USD '000s)	Brief description of impact
		Agric	Educ	Environ	Health	Other	WFP	FAO	IFAD	Other UN				
Congo - Kinshasa	Strengthening socio-economic resilience of smallholder farmers (SHF)	✓			✓	✓	✓	✓		✓	KFW through BMZ	55,000	Programme started in 2020 as a continuation of a FAO-WFP partnership in the Kivus. Aims at improving the package offered to SHF with access to basic services (WASH and nutrition treatment).	
Eswatini	Support to small holder farmers linking to markets such as schools	✓	✓				✓	✓			Donor	500	Provide nutritious food to school children, boost productivity of small holder farmers, boost local economy and improve food security.	
Malawi	PROSPER					✓	✓	✓		✓	DFID	3,000	Support activities related with integrated watershed management activities.	
Burundi	Milk Value Chain Strengthening	✓					✓	✓	✓		France	560	School children in targeted schools – and local populations - have had improved nutrition; Smallholder farmers have improved techniques of milk collection, storage and transport.	
Kenya	KCEP-CRAL	✓					✓	✓	✓		EU	153,000	Support smallholder farmers' sustainable productivity and profitability through conservation agriculture, using an e-voucher system. The programme offers smallholder farmers who benefitted from WFP's food assistance programmes an option to engage in more market-oriented agriculture.	
Cuba	Strengthening resilience in Central-Cuba impacted by drought and Hurricane Irma	✓	✓	✓	✓	✓	✓	✓			PROACT - DEVCO - EU	2,381	Stability in the supply of locally produced vegetables for school feeding	
Dominican Republic	Resilience to drought	✓				✓	✓	✓			ECHO to FAO	1,000	Drought early warning system and models for resilience to drought at community level developed. Capacity strengthening of government and	

Country	Title or brief description	Gov't partner (ministries)					RBA / UN Partners					Funding entity	Funding (USD '000s)	Brief description of impact
		Agric	Educ	Environ	Health	Other	WFP	FAO	IFAD	Other UN				
														inclusion of drought as climate risk within government planning achieved.
Ecuador	Gender Transformative Approaches for Food Security, Improved Nutrition and Sustainable Agriculture (JP GTA)	✓				✓	✓	✓	✓		EU		Contribute to reducing gender-based barriers and gaps and strengthening productive capacities and access to resources, services and markets for rural women and men	
Guatemala	Accelerating Rural Women Economic Empowerment RWEE-JP	✓				✓	✓	✓	✓	✓	IFAD (Sweden, Norway)	4,188	Support to women farmers to organize themselves into producer organizations to increase their surplus through access to sustainable production techniques and markets.	