



Joint evaluation of collaboration among the United Nations Rome-Based Agencies



Food and Agriculture
Organization of the
United Nations



IFAD

Investing in rural people



World Food
Programme

November 2021

Executive Board

Introduction and scope

- Repeated calls from Governing Bodies to strengthen Rome-Based Agency collaboration (RBAC)
- **Scope:** 2016-2021
- **Evaluation questions:**
 - Assesses relevance
 - Results of RBA collaboration
 - Factors influencing results achievement
 - Value-added of RBA collaboration



Summary of findings: Relevance

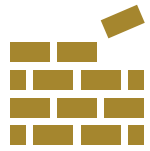
RBA collaboration:

- relevant to the strategic objectives and goals of the three entities in contributing to 2030 Agenda
- highly relevant for the overall direction of the latest phase of UNDS reform
- UN Secretary General's efficiency agenda reduces relevance of RBA collaboration in corporate services



Summary of findings: Results

MIXED RESULTS



Good progress in some projects, countries and thematic areas



Joint knowledge management and learning has been strengthened



Limited progress in reducing overlap, competition and duplication of work



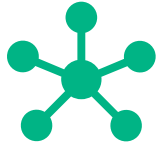
At all levels, misunderstandings over mandates and competition for funds between FAO and WFP persist

Summary of findings: factors influencing the effectiveness of RBAC

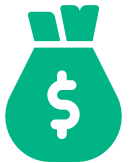


Mixed understandings, motives and priorities

Clear obstacles include:



- administrative and programming processes



- resources for RBA collaboration

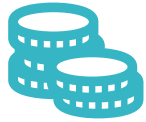


- procedural differences

Summary of findings: the added value of RBAC



Knowledge has enabled increased effectiveness of collaborative efforts in some cases



Evidence of cost savings in corporate services but the overall costs of collaboration can be significant



Potential for positive contributions to effectiveness and added value compared to single-agency interventions

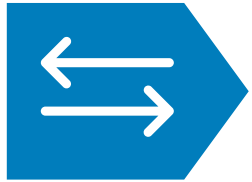


Limited data reduces the ability to make clear statements on value-addition

Conclusions (1)



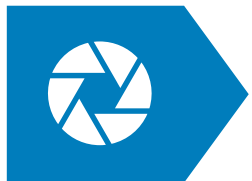
Collaboration a daily reality, reflecting the shared strengths and commitment of these distinctly different organizations



Widespread ambivalence about the concept

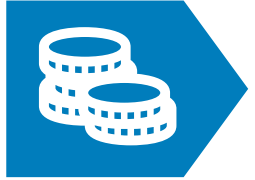


The procedures to promote and co-ordinate RBA collaboration add little value, frustrating staff more often than they inspire them



Collaboration impaired by misunderstandings about the mandates of FAO and WFP

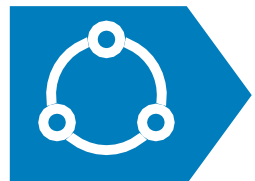
Conclusions (2)



Some types of collaboration usually impose higher transaction costs



United Nations reform restructures modalities for RBA collaboration at country and regional levels, but does not diminish the value of this collaborative effort



It greatly diminishes the value of separate RBA pursuit of joint administrative efficiencies

Recommendations

1

Update the memorandum of understanding between the RBAs

2

Restructure the co-ordination architecture for RBA collaboration within the framework of UNDS reform

3

Further embrace the new joint programming mechanisms at the country level and ensure constructive, collaborative RBA engagement with these mechanisms

4

Focus administrative collaboration efforts on further embracing the UN efficiency agenda

5

Assess the costs and benefits of the proposed collaboration and only proceed if the benefits outweigh the costs.

6

The Member States of the RBA Governing Bodies should reappraise and adequately resource their position on RBA collaboration