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## **Progress report on Rome-based agencies collaboration**

### **Draft decision\***

The Board takes note of the “Progress report on Rome-based agencies collaboration” (WFP/EB.2/2017/4-C).

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

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## Introduction

1. In the last quarter of 2016, the Governing Bodies of the United Nations Rome-based Agencies (RBAs), the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD), and the World Food Programme (WFP) welcomed the joint paper “[Collaboration among the United Nations Rome-based Agencies: Delivering on the 2030 Agenda](#)”. The joint paper presented a common vision, guiding principles for enhanced collaboration, the distinctive strengths of each organization, prerequisites, and commitments on how RBA country teams can support governments. It outlined opportunities, challenges, how the agencies will work together based on particular contexts, and strengthened coordination efforts at the country, regional and global levels.

### *RBA Response to Memberships’ Request*

2. The RBA Governing Bodies requested an update on current RBA collaboration. This document, which has been jointly prepared by FAO, IFAD, and WFP, presents the current status of RBA collaboration. It highlights how the three agencies are working together in particular contexts, and showcases examples of strengthened coordination efforts under the four pillars of RBA collaboration. The four pillars of RBA collaboration are: (i) country and regional levels; (ii) global collaboration; (iii) collaboration in thematic areas; and (iv) joint provision of corporate services.

### *Advancing the 2030 Agenda: Challenges and Opportunities*

3. The world is facing the largest humanitarian crisis since World War II, with 20 million people on the brink of starvation. Conflict is one of the main causes of hunger and a key challenge to achieve SDG 2. In 2016, 815 million people suffered from hunger according to the [2017 State of Food Security and Nutrition in the World](#). This represents an increase of 38 million people compared to 2015. The prevalence of undernourishment has also increased and is now up to 11% of the world population. In response, the RBAs have been able to provide much needed assistance to those most in need. Together, they are focusing on collective action with a wide range of tools dedicated to development, humanitarian and resilience assistance, services, knowledge and financing, in the areas of food, agriculture and transformative rural development.

4. In the context of the overall UN reform agenda, the Secretary General of the United Nations is [repositioning the United Nations development system to deliver on the 2030 Agenda](#). The RBAs can share their experiences in partnering together, at all levels, avoiding duplication, creating synergies, and maximizing each agencies’ comparative advantage. The partnership could serve as a model for other partnerships in terms of working together to achieve the SDGs at the global, regional and country levels.

### *Coordination Mechanism – RBA Principals and Senior Consultative Group*

5. 2017 marked a new era for RBA collaboration. The Director-General of FAO, the President of IFAD, and the Executive Director of WFP are fully committed to RBA collaboration, and to finding new and innovate ways of working together to achieve the SDGs. The RBA Principals agreed to promote and explore areas in which collaboration can be further advanced at the country, regional, global levels, and in thematic areas. Opportunities to collaborate on the joint provision of administrative and corporate services are also being sought.

6. The RBA Principals have met on several occasions and have tasked the RBA Senior Consultative Group (SCG) to follow-up on their commitment to strengthen RBA collaboration, and to ensure that policy orientations decided at headquarters’ level are trickled down to country and regional

levels. Tools are being developed with a focus on country and regional levels, building on good practices and lessons learned.

7. In a historic first joint mission of the RBA Principals visited Ethiopia from 1 to 5 September 2017. The visit emphasized the importance of the RBAs' work in the country in support of the Government's own notable development efforts. The RBAs committed to expanding joint in-depth analysis of ongoing collaboration in the country. The joint visit allowed the RBAs to reaffirm their collective commitment to joining efforts to build on their extensive collaboration in project programming and formulation, information sharing and technical advice from one another where feasible to identify possible joint/complementary projects.

8. The first Informal Joint Meeting of the FAO Council, IFAD Executive Board and WFP Executive Board took place on 15 September 2017 and provided an opportunity to further reflect on the joint mission and RBA collaboration. The Principals provided an update on ongoing RBA collaboration, the potential of RBA collaboration for the future and ways to build on the joint mission to Ethiopia to advance the 2030 Agenda. The informal meeting highlighted the emphasis the 2030 Agenda has put on strengthening the RBA partnership.

### **Update on RBA Collaboration**

9. The RBAs continue to expand collaboration, at country, regional, global levels, in thematic areas, and in the provision of joint corporate services. They are developing good practices for a range of contexts, highlighting common challenges, approaches and innovations, scaling up effective joint activities, and developing common initiatives.

10. A particular emphasis has been put on collaboration at the country level. As the RBAs are developing new country plans, they are joining efforts in project programming and formulation, and sharing information. They are inviting the other agencies to consultations to seek technical advice and, where feasible, identifying possible joint/complementary projects, utilizing each agencies' resources, both geographically and thematically. The RBAs are increasingly participating in each agency's consultation and mid-term review of their respective country plans. Drawing on such results in terms of qualitative and quantitative descriptions of activities, outputs and achievements, the RBAs are in the process of jointly defining common results frameworks for selected areas of collaboration and partnership.

### ***Collaboration at the Country and Regional Levels***

11. The RBAs are continuing their efforts to ensure that strategies, programmes, and activities are in line with the global level strategies as well as the commitments that Governments have undertaken to achieve the goals of the 2030 Agenda. In addition to the examples below, Annex I provides an extensive list of country and regional level activities.

12. In the Dominican Republic, joint exercises are planned between the RBA coordination teams to identify common areas to be considered within the country strategic plans (CSPs) of each agency. WFP will begin preparing its CSP 2018-2022 in the coming months, as will FAO. Both agencies will work closely with IFAD to establish synergies and identify common areas of work in the IFAD's country strategic opportunities programme (COSOP), which will be discussed by IFAD's Executive Board in December 2017. Similar activities are being undertaken, including in, but not limited to: Bangladesh, China, Madagascar, Mauritania, Mozambique, Myanmar, Pakistan, Philippines, and Sri Lanka.

13. The "Accelerating progress towards rural women economic empowerment" (JPRWEE) Programme is a joint initiative of FAO, IFAD WFP and UN Women that is implemented in Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, Niger and Rwanda. Approximately 41,000 rural women and 213,000 members of their families are currently benefitting from the JPRWEE. Some of the key results achieved by the Programme include: 20,500 women trained on improved agricultural technologies; 19,000 women received nutritional advice; 20,000 women accessed financial services; over 20,000 women received business development support for income generation; more than 20,000 people attended sensitization campaign on women's rights; and the national Governments of Guatemala,

Ethiopia, Liberia and Nepal supported for the development and implementation of gender policies in the agricultural and nutrition sectors.

14. The RBA country team in Madagascar was awarded the biennial RBA Award of Excellence for field work 2015/16. FAO, IFAD and UNICEF are working together on the Multiple Use of Water Project in Southern Madagascar. Joint targeting is also being carried out by WFP and FAO, wherein WFP first distributes food and cash to meet immediate human needs, and FAO then intervenes by providing inputs necessary for the recovery of agricultural activities.

15. At the regional level, the RBAs are developing an operational framework for the Lake Chad basin Countries – Nigeria, Niger, Chad and Cameroon - with the goal to expand it to the Sahel countries. The framework addresses both humanitarian and development needs. The RBAs will assist conflict-affected populations and host communities to meet their basic food and nutrition requirements.

16. Peace and Food Security are at the heart of the support the RBAs will provide to the G5 Sahel. FAO and WFP are initiating a strategic Operational Plan in line with 10 of the 12 Priority Actions of the Strategy for Development and Security, Resilience and Human Development to better support G5 Sahel countries both at political and programmatic level. IFAD will join the planning and implementation processes.

17. In the Latin America and the Caribbean region, the Regional Directors of FAO, IFAD and WFP met and agreed that collaborative efforts should be expanded in the region and agreed to develop work plans in three countries. In this regard, a process has been established to produce work plans with specific milestones and timeframes. The goal is to have the work plans prepared by end of 2017. Similar efforts are being undertaken in the Asia/Pacific, Middle East, and African regions.

### ***Collaboration at the Global Level***

18. At the global level, the RBAs continue to collaborate in areas such as policy dialogue, communication and advocacy. They ensure coordinated, common and complementary approaches to advancing the food security and nutrition agenda at major global policy fora, including the United Nations processes, the G7, the G20, and other global processes. In addition to the examples below, *Annex II* provides an extensive list of activities at the global level.

19. For instance, at the UN system-wide level, the RBAs continued to closely coordinate on the 2030 Agenda for Sustainable development, in particular they led the consolidation of the Executive Committee on Economic and Social Affairs (ECESA+) brief on SDG 2, providing an overview of the status of implementation, and identifying challenges and opportunities for the eradication of hunger, achievement of food security, and for sustainable agriculture and food systems.

20. The RBAs collaborated with the United Nations Department of Economic and Social Affairs (UNDESA) and organized an Expert Group Meeting on progress in achieving SDG 2 at UN Headquarters in New York. This meeting was held in preparation for the High Level Political Forum (HLPF) on Sustainable Development under the theme of “Eradicating poverty and promoting prosperity in a changing world.”

21. The HLPF and the preparations for it, including the Expert Group Meeting, are examples of a joint RBA approach. During the HLPF, the Agencies spoke with one voice and jointly intervened during the thematic review of SDG 2. The Agencies organized a high-level event which reported on the outcomes of the Expert Group Meeting, as well as highlighting other key inter-related issues. The RBAs organized a side event entitled “Toward a hunger free world with adequate nutrition for all”.

22. The 2017 edition of *The State of Food Security and Nutrition in the World* marks the beginning of a new era in monitoring the progress made towards achieving a world without hunger and malnutrition, within the framework of the Sustainable Development Goals (SDGs). Specifically, the report monitors progress towards both the targets of ending hunger (SDG Target 2.1) and all forms of malnutrition (SDG Target 2.2). It also includes thematic analyses of how food security and nutrition are related to progress on other SDG targets. Given the broadened scope to include a focus on nutrition, the United Nations Children's Fund (UNICEF) and the World Health Organization (WHO) have joined the traditional partnership of FAO, IFAD and WFP in preparing this annual report.

23. During a FAO Conference side-event “Zero Hunger - Global, regional and national synergies to achieve SDG 2,” the RBA Principals highlighted that achieving the international community’s goal of eradicating hunger and malnutrition by 2030 is possible, but requires a scaling up of action, including greater investments in agriculture and sustainable rural development.

### *Collaboration on Thematic Issues*

24. Collaboration around thematic areas either on emerging issues or upon the request of Members constitute an integral part of joint RBA activities and happens in a number of areas across global, regional and national levels. Thematic collaboration contributes to the alignment of the RBAs’ broader objectives including in achieving SDG targets. In addition to the examples below, *Annex III* provides an extensive list of joint thematic activities.

25. The RBA joint work on Financial Inclusion produced the final draft of the Programmatic Framework for RBA Collaboration aimed at “Financial Inclusion for Food Security and Improved Nutrition, for Rural Development and for Income Generation”. To strengthen the collaboration in promoting financial inclusion, the RBAs will work through a process of mapping capacities and country priorities, possibly in one or two countries of focus, in order to identify scope for collaboration and create joint programmes accordingly.

26. The RBAs are jointly implementing the food losses and waste project, “Mainstreaming Food Loss Reduction Initiatives for Smallholders in Food Deficit Areas”. The first phase started in 2014 in Burkina Faso, the Democratic Republic of Congo, and Uganda, and improved food security and income-generating opportunities through reduction of food losses in supported grain and pulses value chains. A three-year second phase started in July 2017. It will focus on enlarging the scope of the Community of Practice to facilitate access to knowledge in the area of food loss reduction and post-harvest management and linkages between stakeholders; dissemination of the results of the food loss analyses carried out during the first phase; and support to the development of policies and strategies.

27. In the area of resilience, the RBAs are jointly implementing a five-year programme in three countries: Democratic Republic of the Congo, Niger and Somalia. The programme is funded by Canada, and this is the first time that the RBAs have received joint multi-year funding for resilience work. Based on the Conceptual Framework for Strengthening Resilience for Food Security and Nutrition, jointly developed by the RBAs in 2015, and lessons learned on strengthening resilience from their experiences in Guatemala, Kenya and Niger, the programme will adopt an integrated approach to turn rural communities more resilient to crises.

28. The RBAs have stepped up their South-South Cooperation collaboration and expanded it to include other facilitators in the wider UN system, including the United Nations Development Programme (UNDP) and the United Nations Office for South-South Cooperation. In early 2017 the RBAs partnered with UNDP to launch a global “development solutions exchange system,” called “SSMart for SDGs”. This online platform provides an enabling environment for UN partners to publicize their demand, share their solutions and connect with each other to foster South-South and Triangular Cooperation opportunities.

29. In 2015 an RBA Working Group on nutrition-sensitive value chains (NSVC) was established. By drawing on existing value chains for nutrition approaches, a joint nutrition-sensitive value chain framework was developed and presented at a special event at the CFS 43. In March 2017, the Working Group organized an on-line consultation through the Food Security and Nutrition Forum (FSN Forum) that allowed for its broader dissemination and encouraged feedback. An e-learning course for practitioners is under development and will be launched in 2018.

### *Provision of Joint Corporate Services*

30. The RBAs continuously seek opportunities to increase efficiency and effectiveness through joint corporate services at headquarters and in the field. In addition to the examples below, *Annex IV* provides an extensive list of activities related to the provision of joint corporate services.

31. The RBAs are in various stages of implementing an Organizational Resilience Management system (ORMS) and will be working together to ensure that opportunities for further collaboration are fully explored. Discussions are ongoing with regards to further opportunities of alignment among the RBAs with regards to crisis and business continuity management. Areas include common protocols and decision-making during crises and opportunities for collaboration such as using each other's premises as alternate locations.

32. The IT and Communications departments of the RBAs have teamed up to develop a common communication platform aimed at showcasing their collaborative initiatives. An RBA joint Web site will be launched before year-end and will highlight joint activities and provide updates of ongoing initiatives, focusing on the synergies and complementarity of RBA work.

### **The Way Forward**

33. The strengthening of RBA collaboration is in line with the United Nations system-wide ongoing efforts to increase efficiency, effectiveness, and accountability. The UN reform process initiated by the Secretary-General of the United Nations calls for robust collaboration and tearing down silos, underscoring the purpose of the 2030 Agenda as comprehensive and integrated, where UN entities work closely together and pool expertise, advancing integrated approaches to capacity building.<sup>1</sup> The RBAs can share their partnership experiences and serve as a model for others in terms of working together to achieve the SDGs. The RBAs continue to advance new strategies, programmes and activities that are in line with their mandates, comparative advantages and distinctive strengths, building on the expertise and technical skills of each agency, as a means for greater effectiveness.

34. The RBAs have recognized the importance of collaborative engagements within specific contexts, rather than a "one size fits all" approach. Considering RBA collaboration at all stages of the project/programme cycle was identified as a key common action, as coordination and synergies between the RBAs are most effective when undertaken at the planning and programming stage. Enhanced coordination at the planning phase leads to pooling of technical resources and effective delivery, in particular, in relation to the implementation of the SDGs. This reiterates the RBAs commitment to working together as early in the programming process as possible, allowing them to yield more impactful results, rather than simply retrofitting collaboration.

35. The 2016 joint paper declared that the 2030 Agenda constituted the greatest opportunity ever presented for RBA collaboration. Moving forward, FAO, IFAD and WFP have recognized that it is one thing to work side by side, but another is to work hand in hand. Sustainable development will not happen by working in silos and the RBAs are committed to playing a pivotal role in supporting Member States' implementation of the 2030 Agenda.

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<sup>1</sup> <https://www.un.org/ecosoc/sites/www.un.org.ecosoc/files/files/en/qcpr/sg-report-on-unds-qcpr-june-2017.pdf>

## ANNEXES

**Annex I - Country and Regional Level Collaboration****1. Afghanistan**

FAO, WFP, and UNICEF support the Afghanistan Food Security and Nutrition Agenda (AFSANA) with an aim to effectively track progress of the multi-sectorial food and nutrition security framework. FAO, WFP, and UNICEF, are to prepare a comprehensive report titled Afghanistan's Strategic Review on the status of Zero Hunger. FAO and IFAD are providing technical assistance on the establishment of dairy unions in Afghanistan and to date, five dairy unions have been established.

FAO and WFP co-lead the Food Security Cluster. FAO and IFAD are currently working together on the design of a USD 65 million loan to the Government on smallholder competitiveness.

**2. Burundi**

FAO and WFP will implement a food security project that aims at improving food security and resilience of vulnerable households through productive asset creation and smallholder farmers' capacity development. A pilot project to introduce milk in school meals was initiated by IFAD and WFP. IFAD provided farmers with cows and established milk collection centres. WFP purchases the milk collected by the IFAD-supported milk collection centres.

**3. Burundi, Democratic Republic of the Congo, Jordan, Laos and Nepal**

In the context the "Initiative on capacity development for better management of public investments in small-scale agriculture in developing countries", IFAD and FAO have engaged in the elaboration of the Accelerated Capacity-Development Plans (ACDP) and joined forces on the agricultural extension outreach by establishing or improving Farmer Field Schools (FFS) implementation within IFAD-funded investment projects.

**4. Cambodia**

FAO and WFP, in support of the Government's mid-term review of the National Strategy for Food Security and Nutrition (NSFSN), have agreed to combine the mid-term review of the NSFSN with a situational analysis and prospective visioning and prioritization exercise to form the common foundation for all food security and nutrition interventions for the upcoming year. IFAD and WFP collaborate on the IFAD-funded ASPIRE<sup>2</sup> project to jointly improve marketability of local agricultural produce and smallholder engagement in Home Grown School Feeding (HGFS) activities. To complement the HGFS activities, FAO implemented the "Promotion of school gardens for better nutrition" where WFP had its school feeding programme. In addition, FAO and WFP collaborate on the Food Security and Nutrition-Specific Inter-agency Social Protection Assessment (FSN ISPA) tool. IFAD and FAO are currently working on the Project for Agricultural Development and Economic Empowerment (PADEE).

**5. Chad**

FAO, WHO, WFP and UNICEF are implementing the joint programme "Local production of fortified food supplements" (PRO-FORT). This programme is enhancing the resilience of the most vulnerable households by improving availability, stability, access and the use of complementary food products with high nutritional value for children from 6 to 24 months.

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<sup>2</sup> Agriculture Services Programme for Innovation, Resilience and Extension (ASPIRE)

## **6. Democratic Republic of the Congo**

The RBAs are implementing joint projects in support of smallholder farmers and resilient livelihoods in protracted crisis situations. WFP focuses on the rehabilitation of productive and market-oriented infrastructure, as well as support for smallholder farmers and their access to markets. FAO focuses on access to agricultural inputs and assets, basic agricultural processing and the promotion of nutrition-sensitive and climate-resilient agriculture. IFAD facilitates the professionalization of farmer organizations, enhancing their access to agricultural advisory services and rural micro-finance.

## **7. Dominican Republic**

FAO and WFP are jointly supporting the SDG 2 strategic review process which will assist in the design of the national roadmap to achieve Zero Hunger by 2030. The two agencies are also jointly working together on the implementation of the recently approved Law on Sovereignty and Food and Nutrition Security.

## **8. Guatemala**

In the area of resilience, FAO and WFP seek to enhance ongoing collaboration that allows for reinforced technical support and collaborative platforms for improved communication. FAO and WFP are exploring collaborative efforts to improve the economy of small-scale food producers and fortifying agricultural productivity by establishing a stronger link with market channels and value chains. IFAD and WFP work together with farmer organizations, and also provide smallholder farmers with technical assistance to increase production and improve quality.

## **9. Kenya**

FAO, IFAD and WFP are supporting smallholder farmers in the semi-arid counties to sustainably transition out of food insecurity. The programme assists communities in building and managing water pans, small irrigation systems, farm ponds and agro-forestry plots, and in diversifying crops, producing fodder and managing rangeland.

## **10. India**

FAO, IFAD and WFP aim to promote nutritional sensitive agricultural practices and to improve nutritional knowledge and practices among the Particularly Vulnerable Tribal Groups (PVTGs).

## **11. Iraq**

FAO and WFP launched the comprehensive food security and vulnerability analysis (CFSVA) report. As co-leads of the Food Security Cluster, FAO and WFP supported the cluster in preparation for the 2017 Iraq Humanitarian Needs Overview (HNO) and the 2017 Iraq Humanitarian Response Plan (HRP). The two agencies are also collaborating for the planning of the Regional Resilience Refugees plan (3RP) to ensure the sustainable and productive integration of Syrian refugees in their host community and establish social cohesion. FAO and WFP are also supporting the cluster in preparation for the 2018 HNO and HRP.

## **12. Jordan and Lebanon**

FAO, IFAD and WFP are formulating a joint project proposal on “Enhancing the livelihoods and resilience to secure food security of host communities and Syrian refugees in Jordan and Lebanon through sustainable agricultural development”.

In Lebanon, FAO has worked closely with IFAD in the design of a project to support small dairy producers. FAO and WFP are working closely to coordinate their mutual agricultural livelihoods and resilience programmes in addition to the ongoing close collaboration in co-leading the Food Security Sector Working Group.

In Jordan, FAO and WFP are co-chairing the Food Security Task Force and are also co-leading the Food Security Sector Working Group. FAO and WFP are also coordinating their support on capacity building related to food security data collection and analysis. IFAD has negotiated with FAO a possible involvement of FAO in a rural development project on livestock.

### ***13. Mozambique***

FAO, IFAD and WFP collaborate on the programme “Support to Accelerate Progress towards MDG 1c” which is now implemented in support of SDG 2. The intervention is improving the diet diversity of 18,000 women of reproductive age and children under two years old. The three organizations have been collaborating in the country on different platforms, including the systematization of the Integrated Food Security Phase Classification (IPC) analysis for food security and nutrition, and South-South Cooperation.

### ***14. Myanmar***

FAO and WFP work together in matters related to food security and nutrition. Since August 2016, they have jointly implemented two Central Emergency Response Fund (CERF) projects.

### ***15. Niger***

In the area of agricultural development, WFP is carrying out land regeneration activities through Food for Assets (FFA) assistance, and FAO and IFAD are complementing the activities by providing enhanced seeds and technical advice on training on improved practices to boost agricultural and pastoral production. FAO further complements FFA activities by enhancing land productivity, distributing livestock, developing small-scale irrigation, and reinforcing livelihoods. IFAD interventions include construction of infrastructure such as roads, small dams, irrigation systems, and seed selling stands. Under the initiative of local purchase from smallholders, FAO provides training on agricultural techniques and management, and WFP purchases the agricultural products for its operations. IFAD’s value chain support facilitates this initiative.

### ***16. Nigeria***

FAO and WFP work together to combine food assistance with support to smallholder agriculture production through in-kind food or cash-based transfers, and fast tracking of smallholder agriculture production through the provision of seeds, tools and fertilizers, and small-scale livelihoods starter kits. 76,000 jointly targeted households were reached during the lean season with the combination of food assistance, seeds and other inputs. FAO and WFP also co-lead the Food Security Sector which has been able to reach around 3.4 million of the targeted 5.1 million people with food assistance and livelihood support.

### ***17. Philippines***

FAO and WFP agreed to collaborate on different advocacy activities such as for the upgrading of the National Nutrition Council (NNC) into a Food Security and Nutrition Council (FSNC) and to support legislative bills related to food security and nutrition.

### ***18. Senegal***

IFAD and WFP collaborate to increase the food and income security of vulnerable rural households and communities. Seven thousand farmers have been able to access WFP’s weather-based insurance product.

### ***19. Somalia***

FAO and WFP provide training on correct harvesting and storage techniques, and provide small-scale farmers with cocoons and other equipment to optimize the quality of their harvest.

## **20. South Sudan**

FAO and WFP collaborate on the Building Resilience through Asset Creation and Enhancement – Phase II (BRACE II) project which aims to achieve: increased capacity to absorb, anticipate and adapt to climate variability and extremes; reduced vulnerability to communal conflict by increasing social solidarity and cohesion; and hunger gaps reduced and food security improved. Within the Joint FAO-WFP-UNICEF-UNDP Programme for Recovery and Stabilization framework, FAO and WFP will restore and diversify community livelihoods, promote sustainable crop and livestock production and strengthen community and inter-communal resource sharing and management practices. FAO and WFP work together on IPC analysis and use IPC products regularly for response analysis and coordination. FAO and WFP co-lead the Food Security Cluster, as well as annual crop and food security assessment missions (CFSAM). With the recent outbreak of Fall Armyworm in South Sudan, FAO is putting in place mitigation measures for effective pest control and extension services, while WFP is playing a complementary role in providing food to the severely affected population. WFP's food and cash-based programmes across South Sudan is providing seed protection for farming households supported by FAO, enabling the most food insecure to avoid eating seed stocks during the lean season.

## **21. Sudan**

FAO, WFP and UNICEF are currently implementing a Joint Resilience Project (JRP) which is addressing the effects of flood and drought shocks on the health and nutrition status of women and children. FAO, WHO and WFP are also implementing the project Improved nutritional status of vulnerable and deprived communities in Sudan through large scale food fortification, home fortification, and the introduction of bio-fortified crops in rural communities to improve the nutritional status of vulnerable populations.

## **22. Sri Lanka**

IFAD, WFP and IFPRI<sup>3</sup> experts are supporting a nutrition-sensitive strategy for WFP's country strategic plan. IFAD works with WFP developing a framework on how beneficiaries of WFP Food for Asset programme could graduate to benefit from the IFAD-funded programme being linked to agricultural markets. FAO and WFP are also supporting the National Review of Food Security.

## **23. Yemen**

FAO, ILO, UNDP and WFP implemented the Enhancing Rural Resilience in Yemen (ERRY) programme. This programme focused on strengthening the resilience of vulnerable rural communities in Yemen that have been affected by the conflict. WFP and FAO co-lead the Food Security and Agriculture Cluster. WFP, FAO and UNICEF worked together on the implementation of the Emergency Food Security and Nutrition Assessment (EFSNA), which will help provide a comprehensive overview of Yemen's food security and nutrition situation. Finally, FAO and WFP were requested to assist in the re-establishment of the food safety laboratories in Aden and Al Hudaydah.

## **24. Zambia**

FAO, IFAD, and WFP collaborate in targeting 300,000 smallholder farmers. The partnership helps isolated farming villages to access markets and increase their productivity. Through this collaboration, WFP procured pulses from smallholder farmers for use in the Home Grown School Feeding (HGSM) programme, while FAO introduced the Conservation Agriculture Scaling-up (CASU) project to smallholder farmers and IFAD is in its final stage of rehabilitating the 28 kilometre stretch of road linking smallholder producers to the main markets.

## **25. Asia and the Pacific**

In the Pacific, FAO and WFP co-lead the regional Pacific Food Security Cluster (rPFSC) which is focused on strengthening the coordination and response capacity of governments, communities and humanitarian agencies to efficiently address food insecurity during a humanitarian crisis. The cluster

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<sup>3</sup> International Food Policy Research Institute (IFPRI)

provides technical guidance to governments and communities over the formulation of early warning and early action plans in the Pacific.

### ***26. Middle East and North Africa***

FAO and WFP collaborated on the Arab Sustainable Development Week. Collaborative sessions included briefings on drought risk management in Somalia and on the links between food, water and development and the climate risk nexus. WFP also collaborated with FAO and ESCWA<sup>4</sup> on a special session on food security at the Arab Forum for Sustainable Development (AFSD) in Morocco. As a follow up to this engagement, WFP is contributing to the report led by FAO and ESCWA on prospects for SDG 2 in the Arab region, and participated in a final consultation on the report in Beirut in August 2017. WFP is also supporting FAO in its work with the League of Arab States to organize the 13<sup>th</sup> UN-League of Arab States Sectoral Meeting on Water. WFP will be a part of the FAO-led regional symposium on “Sustainable Food Systems for Healthy Diets and Improved Nutrition”. FAO contributed to a WFP led initiative on School Meals and social protection for the MENA region.

### ***27. Sub-Saharan Africa: Integrated Approach Pilot (IAP) on Food Security***

FAO and IFAD are collaborating on the Global Environment Facility Integrated Approach Pilot (IAP) on Food Security in Sub-Saharan Africa. The IAP aims at fostering sustainability and resilience for food Security by safeguarding ecosystems services in 12 countries (Burkina Faso, Burundi, Ethiopia, Ghana, Kenya, Malawi, Niger, Nigeria, Senegal, Swaziland, Tanzania and Uganda).

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<sup>4</sup> Economic and Social Commission for Western Asia (ESCWA)

## **Annex II - Global Collaboration**

### ***1. Agricultural Market Information System (AMIS)***

The Rome-based agencies have been collaborating in the framework of the G20 Agricultural Market Information System (AMIS) and were among the ten international organizations tasked by the G20 leaders in November 2010 to “develop options for G20 consideration on how to better mitigate and manage the risks associated with the price volatility of food and other agriculture commodities, without distorting market behaviour, ultimately to protect the most vulnerable.” In 2011, the G20 launched AMIS, an inter-agency platform to enhance food market transparency and policy coordination in times of crisis. Since then, IFAD and WFP have been active members of the AMIS inter-agency Secretariat, hosted in FAO, and in the case of IFAD, support included two research grants to help improve knowledge on the mechanisms leading to increased food price volatility.

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

In 2017, the RBAs continued to provide financial, technical and staffing support to the Secretariat of the CFS, and the promotion of CFS policy products as instruments for integrated implementation of SDGs. Within CFS, the RBAs have engaged actively through its plenary, Advisory Group, open-ended working groups (OEWG), technical task teams, and informal consultations. In addition, the RBAs have been strongly involved in the discussions of the CFS Evaluation recommendations. As members of the Technical Task Team of the CFS OEWG on Nutrition, in 2017 the RBAs contributed to the three CFS-OEWG on Nutrition intersessional events that have been organized: 1) “Investments for healthy food systems”; 2) “Impact assessment of policies to support healthy food environments and healthy diets”; 3) “Investments in food systems to prevent stunting”. During CFS 44, the RBAs co-organized and co-financed side events on topical issues including nutrition mainstreaming and climate change in light of HLPE recommendations.

### ***3. Commission on the Status of Women (CSW)***

The RBAs have been advancing coordination in the preparation of key advocacy messages for the annual session of the Commission on the status of Women. Since the priority theme for the 2018 Commission on the Status of Women (CSW) will be “Challenges and opportunities in achieving gender equality and the empowerment of rural women and girls”, the RBAs have further enhanced their collaboration in preparation to this event. The Inter-Agency Network on Women and Gender Equality (IANWGE) accepted the RBAs proposal to establish an Inter-Agency Task Force on the "Economic Empowerment of Rural Women and Girls." Most recently, in September 2017, IFAD hosted the United Nations Expert Group Meeting on "Challenges and opportunities in achieving gender equality and the empowerment of rural women and girls", organized by UN-Women in collaboration with the RBAs.

### ***4. Global Food Security Cluster***

gFSC is co-led by FAO and WFP and supports country-level Food Security Clusters and Sectors in timely and efficiently responding to crises primarily through staffing, information management and advocacy. Throughout 2016, the gFSC, deployed surge missions to South Sudan, Syria, Afghanistan, Nigeria, and Iraq to either fill staffing gaps or provide additional capacity. Through the gFSC, FAO and WFP come together on matters related to the Integrated Phase Classifications (IPC) to strengthen country level food security analysis and adherence to technical standards. In an effort to identify gaps in the response and develop a framework for realistic joint programming, the gFSC and Nutrition Clusters organized high-level consultations for the four famine-prone countries of Yemen, Somalia, South Sudan and Nigeria. Corresponding meetings included Cluster staff from countries, key programme staff from FAO, WFP, UNICEF, and partners. Results included joint programming plans for each country which have been implemented and are currently being monitored.

## **5. G7**

The three RBAs have supported the preparation of the G7 Agriculture Ministers Meeting (Bergamo, 14-15 October 2017), at the request of the G7 Presidency of Italy. FAO, IFAD and WFP, jointly with the OECD,<sup>5</sup> provided technical support to the G7 in the form of two elaborated reports on: “Agricultural Risk Management” and “Agriculture, Food Security, Rural Development and Migration”. Representatives from the three RBAs participated and served as resource persons in two G7 Agricultural Senior Officers Meetings.

## **6. G20**

The RBAs collaborated by sharing information and coordinating positions on various issues covered by the Agriculture Ministerial Communiqué and Action Plan. They joined efforts to draw the G20’s attention to the famine in South Sudan and the risk of famine in Somalia, Yemen and North-Eastern Nigeria. The objective was successfully achieved and text on famine was included in the G20 Leaders Declaration. In April 2017, at the G20 conference “ONE WORLD - No Hunger. Future of the Rural World”, the President of IFAD delivered a statement on behalf of the Rome-based agencies, emphasizing the RBAs commitment to stand united and ready to support the G20 for greater impact on the ground.

## **7. International Women’s Day (IWD)**

In celebration of the IWD, the RBAs rotate on an annual basis to host an event that features keynote statements from each agency, followed by a panel discussion. To mark the occasion in 2017, the RBAs also hosted an event at FAO entitled: “Step It Up Together with Rural Women to End Hunger and Poverty”. As the UN-wide theme for IWD 2017 was “Women in the Changing World of Work: Planet 50-50 by 2030”, the event highlighted future-oriented solutions and specific examples of the RBAs’ work to unleash the untapped potential of rural women in food systems, agricultural value chains, and sustainable development.

## **8. United Nations Decade of Action for Nutrition**

In 2016, FAO and WHO presented a roadmap for the Nutrition Decade and the agencies are now developing agency-specific commitments. RBA collaboration on nutrition are part of these commitments. The RBAs together with other stakeholders contributed to consultations that were held in order to identify activities that would need to be accelerated in countries and how all partners can better work together. FAO, IFAD and WFP are among the UNSCN members that have already made their commitments public. The RBAs and WHO co-organized three intersessional events on the Decade at CFS 44 in 2017.

## **9. World Food Day**

World Food Day 2016 was held in October with the topic of “Climate is changing. Food and agriculture must too”. Events were held in over 150 countries across the world and in Rome at FAO Headquarters. The RBAs message to the world leaders, local authorities, international organizations, civil society, the private sector, and all citizens was that climate change, hunger and poverty must be addressed together in order to achieve the Sustainable Development Goals set by the international community. A special message was also read from Pope Francis.

World Food Day 2017 focused on addressing migration through investing in food security and rural development. Alongside the RBA Principals, participants included His Holiness Pope Francis, the President of the Republic of Madagascar, Ministers of agriculture from several of the Group of Seven (G7) nations, and the European Commissioner for Agriculture and Rural Development - testament to the important links between food security, rural development and migration.

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<sup>5</sup> Organisation for Economic Co-operation and Development (OECD)

### ***10. Global Forum on Agricultural Research (GFAR)***

FAO and IFAD co-established the Forum and are currently in GFAR's Executive Steering Committees as facilitating agencies. In a Memorandum of Agreement of 2003, IFAD and FAO agreed to endeavour to contribute resources in support to the operations of GFAR and the functioning of the GFAR Secretariat and they continue to do so as up to-date. FAO and IFAD current contribution to GFAR will support the Forum implement its Medium Term Plan 2018-2021 and its work on innovation and research.

### **Annex III - Collaboration on Thematic Issues**

#### **1. Climate Change**

The informal RBA working group on climate change met twice to explore closer collaboration on climate change at strategic and national level. RBAs collaboratively delivered side events at CFS 42 and 43 addressing resilience and adaptation of smallholder farmers and rural communities to climate change impacts. At the COP 22 the joint events were organized on: Science for informed mitigation and adaptation choices; Community-level adaptation practices to reduce disaster risk, build resilience and end poverty; Delivering the Paris Promise – Making Climate Finance Matter in Marrakech; Zero hunger under a changing climate (agriculture and food security). Additional joint events were presented at Subsidiary Body (SB) meetings 44 and 45. For COP 23 the RBAs are planning three joint events on land use, finance and education. Regarding technical delivery, the RBAs are collaborating on several climate-related initiatives including the IFAD Adaptation for Smallholder Agriculture Programme (ASAP), Bangladesh, Kenya and in the development of proposals to the Green Climate Fund for Ghana and the Palestinian Territories among others. The RBAs are collaborating on the operationalization of the Anticipate, Absorb, Reshape (A2R) Initiative of the UN Secretary-General. Collaboration on data and information such as Geographic Information System (GIS) and Earth Observation and joint climate analysis allows resources to be shared for the benefit of all RBA Members.

#### **2. Early Warning Early Action**

FAO's Early Warning/Early Action (EWEA) system and WFP's internal Corporate Alert systems translate risk and warnings into anticipatory actions to reduce the impact of specific disaster events. Both systems feed into Inter-Agency risk and early warning analysis. In particular, the Inter-Agency Standing Committee on Early Warning and Early Action Readiness Analysis.

At a global level, a wide range of humanitarian and development partners joined the Standard Operating Procedures (SOPs) initiative. The FAO-led SOPs process includes collaboration and information sharing with both WFP and IFAD. One key outcome of the SOPs to-date is the establishment of the Inter-Agency Global El Niño Cell.

At country level, FAO, WFP and other partners collaborate on establishing EWEA systems at the field level. Country plans aim to harness the information produced by WFP vulnerability analysis, if available. For example, the FAO EWEA system in Sudan established an information sharing partnership with the local WFP Vulnerability Analysis and Mapping (VAM) unit to regularly share market prices for sorghum and millet – this was key to establishing the early warning system for drought in the country.

FAO and WFP also collaborate with the International Federation of Red Cross and Red Crescent Societies (IFRC) at country level on early warning triggers and Early Action plans – a recent example is the Pacific subregion Early Action Plans for droughts and cyclones.

#### **3. Financial Inclusion**

FAO and IFAD work together to foster responsible contract farming operations and enhance related legal and policy frameworks thereby improving the market and financial inclusion of smallholders in agricultural value chains. They have also been collaborating in the framework of the CABFIN Partnership.<sup>6</sup> This partnership, aims to improve capacity building in rural finance. The knowledge acquired is then disseminated through the Rural Finance Learning Center (RFLC), a jointly supported Web platform managed by FAO.

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<sup>6</sup> Improving Capacity Building in Rural Finance (CABFIN)

#### **4. Food Losses and Waste**

Drawing on the RBAs collaborative efforts, the three agencies organized an event on “RBA Collaboration on Food Loss and Waste Reduction” hosted by IFAD in September 2017. The event highlighted the areas of food loss and waste (FLW) activities of the various agencies; presented the results and lessons learnt from past and ongoing RBA collaborations in the area of FLW; and set a common vision for their future collaborative efforts to reduce FLW.

#### **5. Gender**

The RBA Gender Team, rotates on an annual basis with IFAD chairing for 2017. The RBA Gender Team organizes events, such as the CFS “Forum on Women’s Empowerment in the Context of Food Security and Nutrition” and “Leave no one behind: Achieving gender equality for food security, nutrition and sustainable agriculture”. Following the High-Level Event on Rural Women, the RBAs submitted a joint proposal on gender-transformative approaches to food security and nutrition to the EU. RBA Gender Teams also support participation of colleagues from their respective organizations joining targeted capacity development initiatives, such as those taking place during the event “16 Days of Activism”. The RBAs in turn conduct peer reviews of implementation and results stemming from the UN System-Wide Action Plan for Implementation of the UN CEB United Nations System Wide Policy on Gender Equality and the Empowerment of Women.

#### **6. Innovations and Agricultural Innovation Systems**

FAO and IFAD collaborate to strengthen the capacities of member countries in the area of Agricultural Innovation Systems. Joint project proposals for pro-poor agricultural innovation systems in two Latin American countries are under development.

#### **7. Investment Support**

FAO supports the formulation and implementation of IFAD-financed projects and programmes, promoting poverty alleviation, food security and rural development. In 2016-2017 (18 months), twelve projects were formulated with FAO assistance and subsequently approved by IFAD Board for a total value of over USD 0.6 billion. Recipient countries included Argentina, Côte d’Ivoire, India, Kyrgyzstan, Laos, Mauritania, Montenegro, Niger, Rwanda, Tonga, Vietnam, and Zimbabwe. Major design support is ongoing for projects in Benin, Belize, Burkina Faso, Central African Republic, Gabon, Guinea, Madagascar, Mali, and Uzbekistan.

FAO provides support to governments in particular with Mid-Term Reviews (MTR) and Project Completion Reviews (PCR) of IFAD financed projects. FAO and IFAD collaborated on a Capacity Development Initiative (a joint grant of USD 2.5 million) to improve the implementation performance of about ten IFAD-funded projects in eight fragile countries<sup>7</sup> and to develop capacities at country-level in areas such as Farmer Field Schools (FFS) implementation, value chain development, project planning and Monitoring and Evaluation, and strengthening farmers/fishers cooperatives. IFAD-FAO produce a joint Knowledge for Investment Series to exchange experiences on how to improve operations and scale up investments. FAO and IFAD continue to expand their collaboration on quality enhancement efforts, through reviewing project proposals (loans and grants), country strategies and economic and financial analyses, prior submission for board approval.

#### **8. Nutrition**

The RBA task force on nutrition mainstreaming meets periodically to advance areas of joint work at regional and country level. Three areas of work have been identified: (i) advocacy and sensitization on nutrition-sensitive agriculture investment planning; (ii) capacity building for nutrition-sensitive policy/programme/project design, implementation and monitoring and evaluation; (iii) operational support to project/country strategy design, implementation, supervision and monitoring and evaluation.

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<sup>7</sup> Burundi, Republic of the Congo, Democratic Republic of the Congo, Eritrea, Egypt, Jordan, Laos and Nepal.

### **9. *Purchase for Progress/Purchase from Africans for Africa (PAA Africa)***

PAA Africa is a joint initiative of WFP and FAO implemented in five countries: Ethiopia, Malawi, Mozambique, Niger and Senegal. Kenya and Gambia showed interest in the programme and joined the process of formulation of PAA Africa during Phase II. FAO is responsible for production and marketing capacity development through trainings and input distribution, as well as support to extension services. WFP is responsible for food purchases and school feeding, as well as support to farmer organizations in post-harvest handling. Phase II, which ran from January 2014 to June 2017 has partially reinforced field operations, promoted learning and sharing activities, strengthened policy dialogue and developed a monitoring and evaluation component. In particular, during Phase II governments were actively involved in project implementation and oversight. Governments' capacities to carry out institutional food procurement were further developed by PAA Africa trainings and knowledge exchange events; as a result, the PAA Africa approach has been included in national policy frameworks for Home Grown School Feeding or Social Protection and budgets in Niger, Senegal, Ethiopia, Mozambique, Gambia and Kenya.

### **10. *Rural Youth Employment and Migration***

FAO and IFAD have collaborated to strengthen decent rural employment opportunities for young women and men, including addressing rural out-migration and strengthening the productive use of remittances. FAO and IFAD collaborate in the Youth Caribe project to strengthen decent rural employment opportunities. FAO and WFP also worked side by side to help integrate out-of-work youth into the rural labour force in Tunisia. Similarly, joint knowledge products have been developed by the RBAs such as 1) Developing the knowledge, skills and talent of youth to further food security and nutrition; 2) Youth and agriculture: Key challenges and concrete solutions, and; 3) Dynamic rural-urban linkages for decent rural employment. IFAD also contributed to the Expert Meeting on Rural Youth Aged 15 to 17 organized by FAO.

### **11. *Social Protection***

FAO, IFAD, WFP and other partners have joined forces to create a Resource Framework for the design, implementation and scale up of government-led Home Grown School Feeding programmes. FAO and WFP are core members of the Social Protection Inter-Agency Board (SPIAC-B). Both agencies contributed to the International Conference on Social Protection in contexts of Fragility and Forced Displacement. They are also collaborating at country level to support countries in enhancing the role of existing and/or nascent social protection systems in responding to crises (i.e. Lesotho, Somalia and others).

### **12. *Tropical Agriculture Platform***

FAO and IFAD are partners in the Tropical Agriculture Platform (TAP) Secretariat, contributing to the development of national capacities in agricultural innovation in the tropics. In 2017, FAO and IFAD took part in an exercise conducted by TAP for the creation of an information sharing platform on tropical agriculture publications named TAPipedia. This information system was designed to enhance knowledge exchange, learning and facilitate support of capacity development for Agricultural Innovation Systems (AIS).

### **13. *Humanitarian Response (Health and Nutrition)***

FAO and WFP are working together for an integrated emergency response in a number of countries, including South Sudan and Somalia. In South Sudan, they collaborate around emergency response; food security and nutrition information and analysis; and community resilience building. FAO and WFP have conducted joint needs assessments in some of the most food-insecure, conflict-affected areas of the country. Synergies in beneficiary targeting are being captured within the framework of FAO's Emergency Livelihood Response Programme. In the context of the Inter Cluster Nutrition Working Group (ICNWG) co-hosted by the Global Nutrition and Food security clusters, WFP and FAO work together to support inter-cluster coordination in order to promote an integrated humanitarian response for increased nutrition outcomes, and advocate for the nutrition-sensitive agenda in humanitarian contexts.

#### ***14. Livestock Global Alliance***

IFAD and FAO has supported the development of an advocacy strategy and preparation of a number of briefing notes on topical issues such as pastoralism, nutrition & first 1000 days, peste des petits ruminants (PPR), and animal welfare. FAO and IFAD are contributing financially and technically to the preparation of a “Guide for investment in livestock”.

#### ***15. Inter-Agency Standing Committee (L3 emergencies/zoonoses)***

FAO and WFP, along with other UN organizations are collaborating through different initiatives to strengthen the UN system capacity during health emergencies, such as the IASC Level 3 Activation Procedures for Infectious Disease Events. WFP is leading the Pandemic Supply Chain Network (PSCN) of which FAO is a member, a global initiative that aims to create and sustain a global supply network to address extraordinary public health emergencies of international concern.

## **Annex IV - RBA Joint Corporate Services**

### **1. Blast assessments**

Prior to August 2017, WFP was performing blast assessments globally, including for the RBAs. The service was provided on a cost-recovery basis, and helped ensure that United Nations premises were safe from a wide variety of attacks. Robust coordination and collaboration was in place in the field, and were prepared to take action to support staff in the field and to bring them to safety in emergency situations.

### **2. Collaboration on business continuity/disaster recovery**

The MoU between FAO and IFAD providing reciprocal hosting of Business Continuity / Disaster Recovery arrangements was finalized and signed in late 2016. IFAD's new Business Continuity / Disaster Recovery infrastructure is now successfully implemented in the FAO data centre, and development of the reciprocal BC/DR facilities for FAO hosted at the IFAD Data Centre is underway and should be completed in 2018. The memorandum of understanding between IFAD and WFP to host each other's Business Continuity / Disaster Recovery sites is in the final stage of completion.

### **3. Common Procurement Team (CPT)**

For 2017 the core common procurement includes staff health insurance, global custodian banking services, electricity and gas. Several common tenders are also currently underway or completed, including medical evacuation, Adobe software, vending machines, health insurance, and financial advisory/global custodian. The RBAs are actively participating in all the initiatives, working groups and projects of the HLCM Procurement Network to foster inter-agency collaboration, sharing of knowledge and best practices, harmonization of rules and procedures, professional development of staff.

### **4. Headquarters Security**

Over the past years, the RBA headquarters Security Units have developed a strong partnership, specifically in conducting joint simulations, drills and training activities and providing support during large conferences such as Governing Council and Executive Boards. In addition, the RBA headquarters Security representatives have jointly developed the Country Security Risk Assessment document approved by the Senior Management Team in Italy (chaired by the Designated Official in Italy /FAO Director General) and endorsed by UNDSS New York.

### **5. Travel procedures and airfares**

The RBAs jointly negotiate corporate fares with Airline Companies to obtain globally valid discounted fares and other benefits for RBA travellers. Resulting agreements with the airlines are signed by IFAD on behalf of the RBAs. All airline corporate agreements continue to be negotiated jointly by FAO, IFAD, and WFP on all major airlines used by the three RBAs. Global agreements have been expanded to include Turkish airlines, Etihad Airways, Alitalia and Ethiopian airlines in addition to the renewal of global agreements on Emirates and the Sky Team group (Air France, KLM, Delta Airlines and other sky team partners).

### **6. Corporate environmental responsibility – “greening”**

The RBAs supported the “Clean up the World / Puliamo Il Mondo” initiative, which took place on 24 September 2017.

### **7. Governance processes**

Eleven joint RBA briefings and events have been organized since 2015, and the first informal joint board meeting of the RBAs was held in September 2017. The RBAs are also collaborating on the International Association of Conference Interpreters (AIIC)-CEB mid-term review, aiming to establish a common position among the RBAs for renegotiation of the agreement. Continuous collaboration is also pursued for protocol matters, ensuring coordination and consistency in ceremonial activities and the observance of diplomatic etiquette. In 2017, as part of a HLCM-sponsored collaboration project, the documentation teams of the RBAs developed an initial pilot for the implementation of XML technologies in the production of the documentation for governing bodies. In order to foster common best practices among

the RBAs, the secretariats of the governing bodies have also supported ad-hoc staff exchanges for some of their activities. In May 2017, WFP hosted the 9<sup>th</sup> annual meeting of the United Nations Governing Bodies Secretariats, which was jointly planned by the secretariats of the RBA governing bodies and was also the occasion of a joint presentation on implementation of the 2030 Agenda by the RBAs.

#### ***8. Hosting of country offices***

At the RBA level, WFP liaises with IFAD and FAO facility managers for common services agreements including maintenance, printing services and in general long-term agreements (LTAs) regarding the management of the premises. Moreover, where feasible, the RBAs share premises at regional, national and subnational level.

#### ***9. Human resources***

HR Policy Officers in the three RBAs actively collaborate in ensuring HR policies are aligned as much as possible between the three agencies. Most recently, they have worked closely on the new compensation package for Professional and higher category staff which was introduced this year. Furthermore, joint tendering and contracting for medical insurance is a major project this year, with the re-tendering of the medical insurance for fixed term/indefinite staff. For short-term and consultants insurance, as well as locally recruited staff insurance (MICs/MIP), and GLADIP (voluntary life insurance), FAO and WFP are tendering.

#### ***10. Internal oversight services***

In 2017, initiatives include joint auditing of common RBA activities (headquarters security and medical insurance). The RBA Offices of Oversight have an annual joint meeting to discuss items of common relevance and the meeting included discussion by three RBA Directors of Evaluation on oversight of the SDGs.

#### ***11. Joint procurement of treasury services***

The Treasury units of the RBAs collaborate on joint procurement of treasury services, including most recently custodial bank negotiations, selection of external investment managers where there are similar needs and an asset allocation study on long-term investments. All RBAs also participate in the UN Working Group on Common Treasury Services, which helps coordinate collaboration on foreign exchange, banking, investments and payment services.

#### ***12. Privileges and immunities***

Periodic meetings are held among the RBA counterparts to discuss issues of common concerns in the area of privileges and immunities. As a follow up to the discussions, joint meetings are now held between the RBAs and the Italian authorities to streamline processes and handling of the granting of privileges and immunities, as well as to exchange views and clarify long outstanding issues.

#### ***13. Library and terminology cooperation***

The RBAs share an inter-library loan system, which enables staff from the three RBAs to benefit from all three agencies' collections. The libraries of the three agencies also engage in regular information exchange on suppliers and systems (e.g. publishers, library management services), which contributes to building synergies and improving users' services. The three RBAs continue to share their terminology resources through the FAOTERM Portal, which now hosts IFADTERM and WFPTERM.

#### ***14. Printshop***

In May 2017, within the context of identifying opportunities for common services to enhance efficiency and effectiveness, IFAD and WFP started to collaborate on printing services. IFAD's Printshop provides printing services for the WFP headquarters with agreed service levels and products and respecting the highest environmental standards.

#### ***15. Information and Communication Technology***

The RBAs are working closely to explore options for sharing and exchange of self-developed online content, in collaboration with the United Nations/International Organizations Cornerstone Working

Groups. A joint FAO / IFAD system for e-learning is fully operational, with courses being shared between the agencies. Information on the security badge management systems are shared between the three agencies authorizing staff to access the RBA premises with their respective badges. The RBAs are sharing LTAs for IT goods and services and there have been numerous collaborations at contractual level for hardware, video conference and other such items. WFP and IFAD are currently sharing knowhow and best practices on cybersecurity and on cloud adoption.

#### ***16. Security training***

Security trainings for staff is mutually available with no costs. FAO and IFAD staff participate in the 5-day SSAFE (Safe and Secure Approaches to Field Environments) provided by WFP in Rome. Training equipment for the IFAD SAT, radios and PPE (Personal Protective Equipment) is made available by WFP. Moreover, WFP Women SAT is available to RBA staff and meetings on security training are periodically held among the RBAs.

#### ***17. Vehicle and asset disposal***

FAO requested WFP for assistance with specifications for light vehicles. A number of discussions were held with FAO in this regard and FAO is now engaging with GVLP<sup>8</sup> (WFP's supplier). WFP have well developed LTAs for vehicle spare parts and fuel supply. Sharing of these LTAs is another area of RBA collaboration in the field.

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<sup>8</sup> Global Vehicle Leasing Programme (GVLP)