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UPDATE ON COLLABORATION AMONG THE ROME-BASED AGENCIES



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NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for information.

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

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* Rome-Based Agencies and Committee on World Food Security (CFS) Unit

EXECUTIVE SUMMARY

The Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development and WFP continued their collaboration in 2013–2014. Senior management met regularly to discuss shared priorities relating to the post-2015 agenda, support for the Committee on World Food Security and resilience. Collaboration took place at all levels and in areas covering: i) policy advice, knowledge and monitoring; ii) operations; iii) advocacy and communication; and iv) administration. Most collaboration took place in country-level operations.

Achievements include:

- enhanced coordination in global initiatives for food security, nutrition and sustainable agriculture such as the post-2015 agenda and the Zero Hunger Challenge;
- coordinated financial and in-kind support for the Committee on World Food Security, leading to the adoption of new policy recommendations and guidelines;
- enhanced dialogue and coordination in nutrition, smallholder productivity, resilience and food losses and waste;
- increased trilateral collaboration among the Rome-based agencies in country-level operations; and
- the Award of Excellence in Country-Level Collaboration established to recognize country teams exemplifying the spirit of partnerships among the Rome-based agencies.

WFP launched an interactive knowledge-sharing platform to support collaboration among the Rome-based agencies that includes agreements, notes for the record covering Principals' meetings, best practices and lessons learned. WFP also inaugurated a biannual newsletter on emerging initiatives and plans.

The way forward is to continue to support global processes in food security and nutrition, harmonize approaches to resilience, prepare for the mainstreaming of Purchase for Progress, advocate for reducing food losses and waste, and increase efficiency and effectiveness.

SCOPE

1. This document provides an update of collaboration among the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD) and WFP; it reports on the achievements of joint initiatives and those that have emerged since the last update, outlines best practices and lessons learned and considers the way forward.
2. The basis for collaboration among the Rome-based agencies (RBAs) is the 2009 document “Directions for Collaboration among the Rome-Based Agencies”,¹ which is also referred to in the 2014 document “WFP Corporate Partnership Strategy (2014–2017)”.²
3. The qualitative information in this update was collected from the interactive knowledge-sharing database on RBA collaboration launched in June 2014, covering activities at the Headquarters, regional and country levels. The database is also intended to serve as a platform for the establishment of new RBA partnerships. WFP launched a biannual newsletter in July 2014 to provide information about RBA collaboration at the global, regional and country levels.

POLICY, PROGRAMMING AND OPERATIONS

Supporting Food Security, Nutrition and Sustainable Agriculture

⇒ *Post-2015 process*

4. As part of United Nations technical support for inter-governmental discussions of the post-2015 agenda, the RBAs led the preparation of the technical issues papers, briefs and statistical notes considered by Member States during the eight sessions of the Open Working Group on Sustainable Development Goals, which ended in February 2014. The notes helped Member States in discussions of challenges, priorities and thematic linkages related to sustainable development.
5. In March 2014, the RBAs completed a set of proposed post-2015 targets and indicators for food security, nutrition and sustainable agriculture; these were aligned with the Zero Hunger Challenge. The proposals were the outcome of workshops that took place from December 2013 to March 2014 involving the RBAs, Bioversity International and the One UN Post-2015 Secretariat in New York.
6. As co-leads in food security, nutrition and sustainable agriculture, the RBAs continued to support the Open Working Group in preparing its final report. The report, reflecting mainly the joint RBA contribution, was completed in July 2014 and submitted to the 68th session of the General Assembly, which decided that the proposal of the Open Working Group “shall be the main basis for integrating sustainable development goals into the post-2015 development agenda”.³

¹ WFP/EB.2/2009/11-C.

² WFP/EB.A/2014/5-B.

³ United Nations General Assembly resolution A/RES/68/309 (September 2014).

⇒ *The Zero Hunger Challenge*

7. As part of the High-Level Task Force on the Global Food Security Crisis, the RBAs supported the operationalization of the Zero Hunger vision: i) 100 percent access to adequate food all year round; ii) zero stunted children under 2; iii) 100 percent sustainable food systems; iv) 100 percent increase in smallholder productivity and income; and v) zero loss or waste of food.
8. National plans for the Zero Hunger Challenge are being developed in pilot countries. In Timor-Leste, for example, plans were developed by the National Council for Food Security, Sovereignty and Nutrition led by the Ministry of Agriculture in collaboration with FAO and with WFP support.

⇒ *Committee on World Food Security*

9. In 2013, the RBAs continued to support the reformed Committee on World Food Security (CFS), which is emerging as the foremost inclusive international and inter-governmental platform for stakeholders working together to ensure food security and nutrition for all. The RBAs provide technical support for the development of principles, policy recommendations and guidelines: IFAD, for example, led the preparation of policy recommendations for investing in smallholder agriculture on the basis of a report by the High-Level Panel of Experts; these were adopted at the 40th CFS plenary meeting.
10. The RBAs are helping the CFS to prepare principles for responsible agricultural investment, actions to address food insecurity and malnutrition in protracted crises and policy recommendations on food losses and waste, for adoption at the 41st CFS plenary meeting in October 2014 or later. FAO and WFP are the co-leads for actions on protracted crises, and WFP is the lead agency for policy recommendations on food losses and waste.
11. The RBAs are represented in the advisory group supporting the CFS bureau, and provide technical support to other workstreams, including the development of a framework for monitoring CFS decisions and recommendations. The RBAs continue to support the CFS secretariat financially and through in-kind contributions.

⇒ *International Year of Family Farming 2014*

12. The RBAs are working together on the International Year of Family Farming, which supports family and smallholder farms by promoting policies that will enable them to achieve their potential in contributing to food security. FAO leads the steering committee, which includes IFAD, WFP, 12 Member States and non-governmental organization stakeholders, guiding implementation of activities. The RBAs have established their own steering group to consolidate work on the International Year of Family Farming. Six regional multi-stakeholder meetings have increased understanding of family farming, the challenges and opportunities for agricultural investment, and policies for achieving food security and nutrition. A global meeting will be held in Rome in late October 2014.

Facilitating Access to Adequate Food at all Times

⇒ *Global food security cluster*

13. The global food security cluster coordinates food security preparedness, response to emergencies and recovery actions at the national and global levels, addressing issues of food availability, access and utilization. FAO and WFP co-lead the cluster, which is currently activated in the Level 3 emergencies of the Central African Republic, Iraq and South Sudan. The global cluster is also contributing to coordination in the regional Syrian response

and reviewing coordination options for the Ebola response in West Africa, while providing continuous support in several protracted crises, including Afghanistan, Somalia and Yemen. Worldwide, there are about 18 official food security clusters and another 24 other mechanisms for coordinating food security actions.

⇒ *Food security assessments, information systems and analysis*

14. WFP and FAO conducted joint crop and food security assessment missions in support of the governments of the Central African Republic, the Democratic People's Republic of Korea and South Sudan. In South Sudan, FAO was also a partner in the food security monitoring system assessments led by WFP in February, June and October 2013. The two agencies also collaborate in the annual needs and livelihood analyses with the United Nations Children's Fund (UNICEF), the Office for the Coordination of Humanitarian Affairs and the Government of South Sudan; each agency contributes according to its area of expertise.
15. WFP and FAO support the Integrated Food Security and Humanitarian Phase Classification (IPC) process, and jointly conduct IPC analyses with other partners, leading to common statements on the severity and extent of individual countries' food insecurity. The two agencies are also members of the Global IPC Steering Committee. Examples of recent collaboration include jointly leading the IPC in collaboration with global food security cluster partners in Pakistan since 2012, and ongoing IPC analyses in the Democratic Republic of the Congo (DRC), Djibouti and the Philippines.
16. In 2013, WFP, FAO and the International Food Policy Research Institute established a 700-member global community of practice under the Food Security Information Network with a view to improving national and regional food and nutrition security information systems. Two working groups have been established to harmonize approaches, and the network has developed and implemented a system for capacity assessment, notably in South Sudan, with a view to mapping food and nutrition security information systems, analysing institutional capacity gaps and identifying solutions.

⇒ *State of Food Insecurity in the World*

17. In 2013, FAO, IFAD and WFP continued to collaborate on *The State of Food Insecurity in the World*. In the last two years, the report has gone beyond measuring food deprivation and providing updated estimates of undernourishment, by analysing findings from a set of food security indicators and presenting diverse country experiences. In 2013, the RBAs analysed progress towards the Millennium Development Goal on hunger in several countries, focusing on the multiple dimensions of food security; in 2014, case studies focused on food security and nutrition governance.

Improving Nutrition

⇒ *United Nations Nutrition Network*

18. In June 2013, the RBAs, UNICEF and the World Health Organization (WHO) established the United Nations System Network for Scaling Up Nutrition (SUN), which now has 54 country members and five global networks in which countries, donors, civil society, the private sector and the United Nations cooperate. The five initiating agencies constitute the technical group of the network, which coordinates the work of United Nations agencies in policy and support for national nutrition plans.

19. Under SUN, the RBAs will continue to assist interventions to enhance nutrition at the country level and to increase United Nations collaboration and coordination at the global level. To this end, the RBAs, UNICEF and WHO are committed to supporting the Renewed Efforts Against Child Hunger initiative to build national nutrition governance and technical capacity.

⇒ *The Second International Conference on Nutrition*

20. The Second International Conference on Nutrition will be held in Rome from 19 to 21 November 2014 – 20 years after the first such conference – with a view to accelerating progress in the reduction of hunger and malnutrition. The conference secretariat is co-chaired by FAO and WHO; the steering committee consists of representatives of WFP, IFAD, WHO, the International Food Policy Research Institute, the United Nations Educational, Scientific and Cultural Organization, UNICEF, the World Bank, the World Trade Organization and the High-Level Task Force on the Global Food Security Crisis. The conference will be an opportunity to take stock and agree future priorities with a view to sustaining the progress made by SUN.

Investing in Smallholder Agriculture

⇒ *Purchase for Progress post-pilot*

21. A significant achievement of Purchase for Progress (P4P) has been to bring 200 partners together in support of smallholder farmers. These include governments, non-governmental organizations, United Nations agencies, academic and research institutions and private-sector entities. At global and field levels, the RBAs continue to be strategic and operational partners in the P4P post-pilot phase.

⇒ *Country-level initiative to support smallholders*

22. In partnership with the Government of the Philippines, WFP and FAO are preparing the Partnership Against Hunger and Poverty, which will link smallholder farmers to government-funded institutional feeding programmes. This is an outcome of a June 2013 visit by two ministers from the Philippines to WFP's Centre of Excellence Against Hunger in Brasilia. A joint statement of intent was signed in November 2013 by FAO, WFP, the Government of the Philippines and the Government of Brazil.

Building Resilience

⇒ *Supporting regional initiatives*

23. FAO and WFP worked together in the Horn of Africa to promote resilience following the 2011 crisis, supporting the Intergovernmental Authority on Development (IGAD) regional disaster resilience and sustainability platform in development of the drought disaster resilience and sustainability initiative. They are also members of the Global Alliance for Action on Drought Resilience and Growth, which was launched in April 2012 to place resilience at the centre of development work and to support national and regional leaders in attempts to end drought emergencies in the Horn of Africa.
24. In 2013, the collaboration on resilience led to the establishment of the Resilience Analysis Unit, a technical centre in Nairobi led by IGAD and supported by FAO, UNICEF, the United Nations Development Programme and WFP. The aims are to: i) support the measurement of resilience at the household and community levels; ii) build an evidence base of factors affecting resilience; iii) measure the effectiveness of interventions to inform policy

and programming; iv) maximize the effectiveness of future interventions and accountability mechanisms; and v) align strategies and coordinate interventions.

25. FAO and WFP have initiated support for governments and national authorities in the Arab Region in managing risks and addressing vulnerabilities with a view to developing new approaches to disaster risk reduction under the Hyogo Framework for Action (2005–2015). They will co-lead on the theme of drought and water scarcity in a regional meeting on disaster risk reduction in September 2014 to feed into this process. Given the scarcity of water in the region, the two agencies initiated a joint activity on water resource management in June 2014 that will map the activities of partners.
26. The RBAs' collaboration on climate change issues include coordinating the follow-up to United Nations Framework Convention on Climate Change negotiations, submitting joint technical contributions, undertaking joint side-events and organizing external events. The RBAs have also worked together on Agricultural Days, the Global Landscape Forum, and development of a global alliance on climate-smart agriculture.

⇒ *Country-level collaboration in Somalia*

27. Given the need for interventions involving various sectors, the RBAs have developed a joint resilience strategy in Somalia that will focus on: i) productive assets, employment opportunities and access to food; ii) access to social services; and iii) the establishment of safety nets. The RBAs are preparing an operational plan identifying new areas of engagement and expanding existing interventions.

Reducing Food Losses

⇒ *Joining forces to reduce food losses*

28. In December 2013, the RBAs signed the three-year Framework Agreement on Post-Harvest Loss Reduction to address food losses in developing countries. The agreement, the first of its kind, has a budget of USD 2.7 million funded by the Government of Switzerland. The project will disseminate effective ways of reducing post-harvest losses of staple foods and will help countries to introduce appropriate policies and regulations. The project will pilot the assessment and reduction of food losses in Burkina Faso, DRC and Uganda.

Encouraging Country-Level Collaboration

⇒ *Recognizing successful partnerships*

29. The RBA Award of Excellence for Country-Level Collaboration for 2014 went to the team in DRC in recognition of its partnership to address hunger and malnutrition. The ceremony was held on 6 June 2014 at WFP Headquarters. Despite protracted emergencies, the collaboration achieved tangible results by capitalizing on the comparative advantage of each organization. A major outcome is the establishment of a consortium supporting the Government in improving the agriculture sector.

⇒ *Analysis of country-level collaboration*

30. In 2013, all three RBAs collaborated on 16 projects in 13 countries, compared with 11 projects in 10 countries in 2012. The main areas of country-level collaboration include agricultural projects, joint food security assessments and thematic groups, capacity development, resilience initiatives and emergency preparedness and relief operations.

31. In 2013, FAO and WFP collaborated on 108 projects in 58 countries and IFAD and WFP collaborated on 18 projects in 14 countries. For comparison, FAO and WFP collaborated on 105 projects in 58 countries in 2012, and IFAD and WFP on 11 projects in 10 countries (see Annex).
32. In 2013, FAO and IFAD collaborated on 25 projects: 3 national, 9 regional and the other 13 global or inter-regional. In 2012, the two agencies collaborated on 26 projects: 3 national, 12 regional and 11 global or inter-regional.

Box 1: Stories from Delivering as One pilot countries

Cabo Verde

The United Nations country team provided technical expertise and planned and implemented capacity development activities. Difficulties were encountered in the areas of financing and reporting, where the agencies involved maintained their different approaches.

Rwanda

The RBAs are collaborating in activities such as modelling of innovations in food assistance programming, social protection and early childhood development, agricultural development, support for the Government's poverty-reduction initiatives and the design and implementation of a poverty-reduction strategy.

United Republic of Tanzania

The United Nations country team developed a business plan giving each agency responsibility for particular actions. Initiatives involved the coordination of thematic groups, development of a joint communications strategy and creation of a multi-year resource mobilization system. The WFP country office recognized that joint operations under One UN created concerns regarding reduced recognition of individual agencies and friction over budget issues.

Advocacy and Communications

33. Events organized by the RBAs in connection with high-level visitors to Rome included the visit in March 2013 by the then Princess Máxima of the Netherlands and the visit by Her Excellency Ellen Johnson Sirleaf, President of the Republic of Liberia, in April 2014.
34. In October 2013, the RBAs and UN Women organized an event appealing for resources for a five-year joint programme in seven countries entitled Accelerating Progress towards Rural Women's Economic Empowerment. At the 2014 Economic and Social Council High Level Political Forum in New York, the RBAs, Brazil and the Philippines co-hosted an event to highlight the role of small and family farmers in the post-2015 agenda, stressing the importance of multi-stakeholder partnerships. The RBAs also organized events and side-events on other occasions such as the CFS plenary meeting in October, World Food Day and International Women's Day.

ADMINISTRATIVE AND OTHER COLLABORATION

Business Continuity

35. In 2014, the WFP Operations Centre set up a business continuity partnership with the FAO Crisis Management Centre for Animal Health. This means that if the offices of one agency are unusable, for example during an emergency, staff can use the offices of the other and utilize facilities such as teleconferencing.

Common Procurement Team

36. As a result of inter-agency collaboration by the Common Procurement Team and their legal offices, the RBAs are now using the same software for their electronic tendering portal and the United Nations Global Marketplace supplier-registration website with a view to

establishing a vendor database. WFP and FAO issue a harmonized contract following an inter-agency tender to maximize transparency, particularly for suppliers with contracts arising from tenders issued by the Common Procurement Team. The RBAs also have a joint approach to the preparation of specifications and evaluation criteria.

Evaluation

37. The FAO and WFP evaluation offices have agreed on a joint evaluation of the global food security cluster, the emergency-response mechanism co-led by the two agencies, which started in January 2013 and will culminate in presentations to the FAO and WFP governing bodies in 2014. The evaluation is jointly funded and managed, with FAO taking the lead.
38. In April 2013, the WFP Office of Evaluation signed a joint statement with the evaluation offices of FAO, IFAD and the Consultative Group on International Agricultural Research regarding increased collaboration in evaluation of RBA actions addressing food security, agriculture and rural poverty alleviation. The statement covers information sharing with regard to matters such as work programmes and consultant resources, and joint knowledge and learning initiatives, sharing of methods and learning events and seminars.
39. The joint statement on collaboration on evaluation led to development of a joint initiative to build capacity for gender analysis in response to the United Nations sector-wide analysis on gender mainstreaming; this initiative will be reported on in 2015.
40. A joint evaluation of the Renewed Efforts Against Child Hunger initiative will take place in late 2014, led by the WFP Office of Evaluation and involving partners such as FAO. The outcomes will be presented at the Board's First Regular Session in 2016. The evaluation will provide inputs with regard to WFP's partnerships in nutrition programming and its capacity to address long-term hunger, which were identified in recent evaluations of the shift to food assistance.

Oversight

41. In 2013, the WFP Office of the Inspector General worked with FAO and IFAD with a view to maximizing the effective and efficient use of United Nations resources and to prepare an audit of the common procurement team planned for 2014.
42. The RBAs collaborated in the personnel selection process for setting up joint rosters. Although contracts are issued by individual agencies, joint selection provided a common check on the qualifications of auditors and investigators included in the rosters.

Human Resources Management

43. A common roster of short-term and temporary general service staff is being prepared to identify vacancies in the RBAs at the headquarters level. The framework agreement was signed by the three agencies in July 2014.

Common Premises

44. WFP Nepal agreed to support IFAD from 1 July 2013 to 31 December 2014 by providing office and conference space, furniture, telephone lines, Internet access, office security, car parking, utilities and cleaning services.
45. In 2013, WFP shared its premises with FAO and/or IFAD in 17 countries: country offices in the Dominican Republic, The Gambia, India, Mozambique, Nepal and Sri Lanka, and sub-offices in Bangladesh, DRC, Haiti, Kenya, Liberia and the United Republic of Tanzania; offices were also shared in Beijing, Johannesburg, London and Washington, DC.

BEST PRACTICES AND LESSONS LEARNED

Unanimity

46. The RBAs acted as one in providing technical inputs for the post-2015 agenda. This joint work on food security, nutrition and sustainable agriculture will serve as a model for future initiatives in other thematic areas. The RBAs also coordinated their policy inputs for the Tokyo International Conference on African Development and delivered joint statements at the summit and at ministerial-level meetings. Nonetheless, the RBAs inevitably encounter challenges in speaking as one at global, regional and national policy meetings because they have different mandates and priorities.

Sharing Technical Expertise

47. The Weather Risk Management Facility was jointly established in 2008 by WFP and IFAD to support their work on risk transfers. The agreement signed in April 2013 provided for the assignment by IFAD of insurance experts to support the implementation of weather-index insurance in Ethiopia and Senegal as part of WFP's Rural Resilience Initiative. With funding from the French Development Agency, the Weather Risk Management Facility supports research in Senegal to establish the effectiveness of remote-sensing technologies to inform the design of index insurance products. The facility made possible the rapid deployment of technical experts employed by IFAD in support of the Rural Resilience Initiative; without the agreement, the deployment would have been much slower. The outcomes of the remote-sensing project are not yet published, but they have the potential to improve the design of weather-index insurance. The collaboration also gives IFAD an opportunity to apply its research findings in the field.

48. In 2013, FAO continued to provide scientific advice to the review and revision of microbiological criteria included in WFP product specifications. The advice also covers risk management options that WFP could consider to guarantee the safety of its food supplies. At the country level, WFP received guidance from FAO on the management of mycotoxin contamination in the WFP supply chain in Benin and Burkina Faso.

Cost Savings and Efficiency

49. At the recommendation of WFP, the RBA Common Procurement Team adopted the reverse-auction process to promote competition among services suppliers and guarantee the transparency and confidentiality of tendering. An example is the 10 percent annual savings to the RBAs on the cost of electricity services at the three headquarters.

50. The RBAs also collaborate in the Climate Neutral initiative, sharing resources and information for awareness-raising and best practices on greenhouse-gas reduction.

Shared Challenges in Developing RBA Collaboration

51. Lack of harmonized approaches and procedures often means that agreement on new collaboration requires a long timescale. Examples include the absence of legal and financial frameworks to enable funds and other resources to be shared easily in support of initiatives of mutual interest. The three governing bodies also have different expectations of RBA collaboration.

Box 2: Improved Global Governance for Hunger Reduction Programme

The Improved Global Governance for Hunger Reduction Programme, funded by the European Commission and managed by FAO, seeks to promote coordinated and informed food security and nutrition governance at the global, regional and national levels, including through support to the CFS. While recognizing “examples of effective collaboration”, the mid-term evaluation recommends “developing a more strategic approach to collaboration among the RBAs and other partners”. A workshop was organized by FAO in January 2014 to review the recommendations; efforts are being made to enhance collaboration among the RBAs in key strategic issues, such as social protection and food insecurity and malnutrition in protracted crises, among others.

THE WAY FORWARD

Continuing Support for the Zero Hunger Challenge

52. The RBAs will continue to work together where possible in support of processes addressing hunger and malnutrition, notably the post-2015 agenda, the Zero Hunger Challenge and the CFS. A high-level side-event featuring the Zero Hunger Challenge was planned for the 69th session of the General Assembly in September 2014. The alliance for climate-smart agriculture, supported by the RBAs and others, will be launched at the Climate Summit in the same month. The three agencies will also coordinate the participation of other United Nations agencies in Expo Milano 2015.

Joining Forces to Fight Malnutrition

53. The Second International Conference on Nutrition in November 2014 will provide an opportunity to strengthen collaboration on nutrition among the RBAs. The commitments made at the conference must be linked to other nutrition-related initiatives such as SUN, the Zero Hunger Challenge and the WHO/World Health Assembly targets, and aligned with the post-2015 development agenda. The conference will be an opportunity for the RBAs to agree on shared priorities for sustaining the progress made by SUN.

Harmonizing Approaches to Resilience

54. The RBAs have decided to harmonize their approaches to resilience. A concept paper is being drafted setting out common aims and definitions in the light of various potential shocks and stresses; it will be published in the first quarter of 2015. Guidelines for joint planning and implementation of resilience actions at the national, provincial and community levels are being prepared.

Working Together on P4P Post-Pilot

55. An RBA post-pilot working group was established in March 2014 to support the conceptual development of a programme linking smallholders to institutional and large domestic buyers, building on the P4P experience. The first step is to map each agency’s geographic and thematic areas in the pilot countries with a view to selecting up to five countries for more intensive support in the short term. FAO and IFAD have been actively

engaged and contributed at the preparatory, fieldwork and reporting stages to the work of the team undertaking an independent evaluation of P4P.

56. Since 2012, the Government of Brazil has collaborated in developing Purchase from Africa for Africans, based on a programmed WFP–FAO partnership from the strategic planning to the field operations level. Its coordination unit is now based in Rome with full-time coordinators designated by WFP and FAO.

Emergency Preparedness

57. WFP co-chairs the Inter-Agency Standing Committee Task Team on Preparedness, and will lead an inter-agency review of the Early Warning Early Action Report. WFP, FAO and the Office for the Coordination of Humanitarian Affairs will review the inter-agency contingency planning guidelines using a new approach incorporating elements of WFP’s emergency preparedness response package.

Advocating for Reducing Food Losses and Waste

58. In accordance with the 2013 Framework Agreement on Post-Harvest Loss Reduction, the RBAs are setting up a global community of practice on post-harvest losses that will collaborate on policy, advice, advocacy, training and implementation support. A steering committee drawn from the RBAs has been operational since June 2014.

Continuing to Maximize Efficiency and Effectiveness

59. Work is ongoing to improve efficiency and effectiveness and to reduce costs. Quarterly meetings of departmental managers and reviews of policies are being undertaken to share information and facilitate decision-making. WFP will continue to share updates, experiences and lessons learned with regard to RBA collaboration.

ANNEX I

COLLABORATION AMONG THE ROME-BASED AGENCIES: STATISTICAL UPDATE, 2013¹

- Data were collected according to the framework for Rome-based agency collaboration on: i) policy advice, knowledge and monitoring; ii) operations; iii) advocacy and communication; and iv) administrative collaboration. In the reporting year 1 January to 31 December 2013, there were 232 collaboration cases in 69 countries of which 30 percent took place at the Headquarters level, 3 percent at WFP offices and 67 percent at the regional and country levels.
- As shown in Table 1, FAO/WFP collaboration accounts for 68 percent of the cases reported in 2013. There was a high level of complementarity in emergency contexts, for example in joint leadership of food security thematic groups.

	No.	%	FAO/WFP	IFAD/WFP	FAO/IFAD/WFP
Headquarters	69	30	26	9	34
WFP offices*	8	3	5	-	3
Regional bureaux and country offices	155	67	126	4	25
TOTAL	232		157	13	62

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

- WFP/IFAD collaboration accounts for 6 percent, most of which occurred at the Headquarters level and focused on administration and policy. WFP and IFAD also collaborated at the country office level: the WFP country office in Nepal, for example, hosts the IFAD country programme staff.
- Collaboration among all three RBAs accounts for 27 percent of the cases reported, ranging from operational collaboration at the regional and country levels to communication and advocacy, policy dialogue and administration (see Figures 1 and 2).
- Tables 2 and 3 highlight the numbers of projects and countries where collaboration among the RBAs took place in 2013. A steady increase can be seen, demonstrating that RBA collaboration is expanding in terms of both projects and countries.

¹ Data from the WFP Data Collection Telecoms Application and the RBA collaboration database.

Figure 1: RBA collaboration, by organization

■ FAO/WFP ■ IFAD/WFP ■ IFAD/WFP/FAO

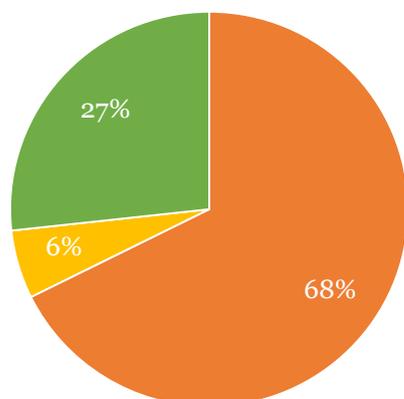
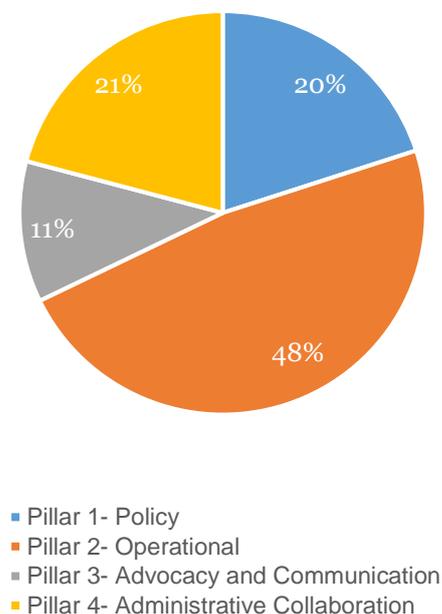


Figure 2: RBA collaboration, by pillar

TABLE 2: NUMBERS OF PROJECTS WITH RBA OPERATIONAL COLLABORATION²

	2011	2012	2013
FAO/WFP	86	105	108
IFAD/WFP	12	11	18
FAO/IFAD/WFP	6	11	16

TABLE 3: NUMBERS OF COUNTRIES WITH RBA OPERATIONAL COLLABORATION

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

6. Table 4 shows the sectors in which the RBAs worked together at the country level, mainly agriculture, joint assessments, capacity development and coordination of the joint food security thematic groups.

² All these are at the country or regional level.

TABLE 4: NUMBERS OF CASES OF RBA OPERATIONAL COLLABORATION, BY SECTOR					
	No.	%	FAO/WFP	IFAD/WFP	FAO/IFAD/WFP
Agriculture	63	21.7	54	1	8
Assessment/CFSAMs*	14	4.8	13	-	1
Assessment/JAMs**	2	0.7	1	-	1
Assessment/other	36	12.4	31	1	4
Capacity development	36	12.4	33	2	1
Education: FFT***/literacy/skills	3	1.0	3	-	-
Education: school feeding/take-home rations	7	2.4	7	-	-
Emergency relief/free food distribution	7	2.4	7	-	-
Environment	9	3.1	7	1	1
Health and nutrition	16	5.5	14	1	1
HIV and AIDS	4	1.4	4	-	-
Preparedness/early warning/ contingency	14	4.8	14	-	-
Project design	10	3.5	8	2	-
Joint food security thematic group	55	19.0	48	-	7
Other	14	4.8	13	1	-
TOTAL	290		257	9	24

* Crop and food security assessment missions.

** Joint assessment missions.

*** Food assistance for training.

ACRONYMS USED IN THE DOCUMENT

CFS	Committee on World Food Security
DRC	Democratic Republic of the Congo
FAO	Food and Agriculture Organization of the United Nations
IFAD	International Fund for Agricultural Development
IGAD	Intergovernmental Authority on Development
IPC	Integrated Food Security and Humanitarian Phase Classification
P4P	Purchase for Progress
RBA	Rome-based agency
SUN	Scaling Up Nutrition
UNICEF	United Nations Children's Fund
WHO	World Health Organization