



منظمة الأغذية
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Organización
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para la
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y la
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JOINT MEETING

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FAO'S COOPERATION WITH UN ENTITIES

I. Introduction

A. UN COOPERATION – A MEANS FOR REDUCING FRAGMENTATION AND ACHIEVING RESULTS

1. Since the creation of the United Nations (UN) and many specialised agencies, a number of new UN system entities have been established. Some of these entities, created initially with funding and coordinating roles, have gradually gravitated to implementing roles, thus changing previous divisions of labour. These trends, in many cases, have contributed to duplication, fragmentation and consequent high transaction costs for UN system assistance that need to be addressed, taking into account changes in the development cooperation landscape, aid architecture and an increasingly globalised world. Greater cooperation/coordination/coherence among the various entities of the UN family is likely to continue to be a key component of reform initiatives across the UN system.

2. FAO has emphasised that the achievement of such complex common development goals as the Millennium Development Goals (MDGs), tailored to national contexts and embedded in nationally-owned development plans, require multi-disciplinary support involving capacities spread across various institutions, both national and international. Similarly, many global threats and challenges related to FAO competencies, as well as the global public goods required to respond to them, are invariably beyond the remit and capacity of a single international organization and require greater pooling of knowledge and resources. Closer FAO cooperation with key United Nations system entities is therefore linked to its aspirations of more effective use of capacity for result-oriented action.

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3. This information document provides an overview of FAO's cooperation with other UN system entities that is selective, rather than exhaustive. The document does not address in detail the expanding and deepening cooperation with WFP and IFAD, which is covered in the annual publication "Working Together" (December 2005) but does utilize examples of cooperation with the other Rome-based organizations to illustrate cooperation trends. It seeks to complement other documents before the Committees, namely the Evaluation of FAO's cross organizational strategy for Partnerships and Alliances.

B. COOPERATION AT HEADQUARTERS LEVEL

(1) JOINT ACTIVITIES, JOINT PROGRAMMES, JOINT SECRETARIATS AND JOINT DIVISIONS: MORE EFFECTIVE SUPPORT TO INTERNATIONAL AND NATIONAL GOALS

4. In order to heighten the impact and effectiveness of their support to member countries in achieving international and national goals, FAO and UN system partners have agreed to join their capacities through joint cooperative arrangements in thematic areas of common concern. Joint activities under these arrangements may be at global and/or field level but the enabling agreements are negotiated and agreed at headquarters. Multiplication of successful ongoing modalities (e.g. Codex Alimentarius joint secretariat and programme with WHO or the joint division with IAEA), will be pursued in tandem with more innovative approaches and arrangements for cooperation (e.g. Letters of Intent, Joint Policy Statements or Frameworks (for action) and Joint Statements on Cooperation). Circumstances and effective achievement of results determine the type of arrangement utilised.

5. FAO core competencies in the fields of food security (including nutrition and food safety) and agriculture are directly relevant to achievement of the first Millennium Development Goal to halve poverty and hunger by the year 2015. The close linkages between nutrition and health, acknowledged by WHO and the Hunger Task Force of the Millennium Project in which FAO actively participated, also make these competencies indirectly relevant to achievement of other MDGs addressing child mortality, maternal health, HIV/AIDS and other diseases. It is therefore not surprising that FAO cooperation with WHO, WFP and UNICEF is expanding.

6. In addition to the extensive and better-known cooperation with WHO within the framework of the Codex Alimentarius, FAO is producing jointly with WHO a manual on the nutritional care and support for people living with HIV/AIDS, "Living Well with HIV/AIDS," and a companion training course for primary care providers. A joint programme approach for dealing with the immediate and long-term needs of HIV/AIDS orphans and other vulnerable children is also being developed by FAO, UNICEF and WFP headquarters for implementation in the field (see below under country level cooperation). Collaborative work on eliminating micronutrient deficiencies with a range of UN partners, including WHO, UNICEF and WFP, is also ongoing under the Wakefield Coalition, an informal cooperative arrangement with strong support from the private sector and NGOs for the elimination of micronutrient deficiencies. Yet another initiative with WHO and other UN partners (WFP, UNESCO, UNICEF, World Bank, PAHO) focuses on the development of a global initiative to promote "nutrition friendly" school environments. FAO, UNAIDS, WFP, UNICEF, UNDP and others are combining their multidisciplinary capacities to address the "Triple Threat" – the deadly combination of HIV/AIDS, food insecurity and a weakened capacity for governments in southern Africa.

7. WHO and FAO have formed an innovative partnership to increase the dietary intake of fruits and vegetables in order to prevent major non-communicable diseases (NCD) such as cardiovascular diseases, diabetes and certain cancers but also with an eye towards opportunities for increased production and marketing to improve income generation and the livelihoods of resource-poor families in developing countries. Progress on this initiative includes the development of a framework for action spanning the entire production-consumption chain,

inclusive of training on the formulation of national action plans. It is expected that eight lusophone countries will begin national initiatives within the next 12 months.

8. The majority of the world's poor and food insecure live in rural areas, and the creation of productive and decent employment is key to enabling them to escape from poverty and providing the means to produce or purchase adequate, nutritious food. Given the complementary capacities of ILO and FAO, a new joint programme is being developed in support of the design and implementation of effective rural employment policies, strategies and programmes by Member Nations. It is expected to result in considerable value-added by capitalising on the synergies generated by specialised, complementary expertise in the two organizations, while also addressing new areas that currently present gaps either in normative or field programmes. Cooperation with IFAD and with the World Tourism Organization on eco-tourism and agro-tourism – a potentially interesting opportunity for off-farm employment – is also being explored in the context of rural employment.

9. Increasing urbanization in developing countries has led FAO and UN-HABITAT to examine together rural-urban linkages. The two organizations are currently preparing a memorandum of understanding to reinforce coordination and collaboration, including with other relevant stakeholders, to address more effectively physical infrastructure constraints affecting linkages between urban and rural areas and improving security of tenure for the rural and urban poor, especially women. Poor physical infrastructure between urban and rural areas in developing countries is a major impediment to the development of the agricultural sector and to the supply of food and other agricultural products to urban areas. Poor infrastructure also raises costs and reduces access to inputs and markets within rural areas and, hence, is a key constraint to alleviation of rural poverty. The lack of security of tenure in both urban and rural areas undermines investment and the delivery of social services, and as such constitutes another significant constraint to poverty reduction and food security in rural and urban areas.

10. In response to international calls for greater integration of human rights into UN programmes of work, FAO has cooperated with the Office of the High Commissioner for Human Rights (OHCHR) in the elaboration of the “Voluntary Guidelines to Support Member Nations' Efforts to Achieve the Progressive Realization of the Right to Adequate Food in the Context of National Food Security”. FAO has used its convening role to facilitate international agreement on these guidelines. In this endeavour, close cooperation with OHCHR, the Committee on Economic, Social and Cultural Rights and the Special Rapporteur on the Right to Food was pursued under a Memorandum of Understanding between FAO and OHCHR. FAO appointed a human rights officer to the *Ad Hoc* Right to Food Guidelines Unit, who was loaned at no cost to OHCHR for a period of 25 months to contribute to the elaboration and initial implementation of the Voluntary Guidelines. This arrangement ensured close cooperation between FAO and human rights bodies in Geneva throughout the elaboration of the Voluntary Guidelines.

11. MDG 7 on environmental sustainability relates closely to FAO core competencies in the field of sustainable management of natural resources (see below in 2.2.2 oceans, forests, energy). A FAO-UNEP joint programme on sustainable management of chemicals facilitated the formulation and negotiation of the Rotterdam Convention. Close cooperation is continuing on facilitation of implementation of the Convention, with FAO and UNEP providing the joint Secretariat to the Convention. A clear division of labour was established through the joint programme (UNEP deals with industrial chemicals and FAO with pesticides), thereby reducing duplication and joining complementary capacities for more effective support. FAO has also cooperated with UNEP (and IUCN) on ECOLEX, an information service on environmental law, including information on treaties, international soft-law, national legislation, as well as law and policy literature.

12. Knowledge-sharing has been and continues to be a fruitful area for cooperation with other UN system entities. The International Portal on Food Safety, Animal and Plant Health, established in 2004 by FAO in close collaboration with WHO, OIE and WTO provides a single access point

for official information on sanitary and phytosanitary measures, as well as on related scientific risk assessments at national and international levels. FAO also participates in the Donor Committee for Enterprise Development, a World Bank initiative, which now includes most major donor agencies and several UN agencies, including FAO, IFAD, UNCTAD, ILO, and UNIDO. The Committee promotes knowledge exchange among the agencies on lessons learned and good practices for small enterprise development. FAO and UNIDO co-chair the Linkages and Value Chains working group. FAO also took the lead in creating and housing the UN-Atlas on Oceans (see below under 2.2.2). Its work on early warning systems also ensures that information and knowledge are used to alert the international community and national governments of impending crises (see below HEWS in 2.2.1 and GLEWS in 4).

(2) *FAO PARTICIPATION IN INTER-AGENCY COORDINATION MECHANISMS: BUILDING INTERSECRETARIAT COHERENCE ON POLICIES, PROGRAMMES AND MANAGEMENT*

13. FAO participates in a large number of inter-agency coordination mechanisms, which address a wide spectrum of issues ranging from high-level policy addressed by UN system Executive Heads to technical policy and programme issues, as well as humanitarian and development assistance. These mechanisms have been instrumental in developing more harmonised policies, approaches to programme areas, procedures, standards and products, which are essential building blocks for working together in a coherent way. However, the large number of mechanisms dictates that FAO exercise some strategic selectivity to guide its participation. A major criterion is the value-added provided to the achievement of international and national priorities relating to food and agriculture (including forestry and fisheries), particularly in the context of the MDGs.

Coherent policy and practice

14. The FAO Director-General participates in the UN system's Chief Executives Board (CEB), chaired by the Secretary-General, and senior FAO staff in its two High-Level Committees on Programmes and Management (HLCP and HLCM), whereas UN reform initiatives tend to dominate the agenda. The CEB held consultations with members of the UN Secretary-General's High-Level Panel on UN system Coherence, which, in accordance with its terms of reference, will consider proposals for tightly-managed entities in the areas of development, humanitarian assistance and environment.

15. FAO participation in the UN Development Group (UNDG) has broadened and progressively become more systematic. FAO joined with other UNDG members in tabling a common UN statement on sector-wide approaches at the Paris High-Level Forum on Aid Effectiveness (28 February-2 March 2005). Through the OECD Development Assistance Committee (OECD/DAC) Working Group on Harmonization and Alignment, FAO participated in and endorsed a common UN system approach to the Joint Assistance Strategies (JAS) for Zambia and Tanzania. As a member of the UNDG Joint Programming Working Group, FAO has contributed through a multi-disciplinary in-house team to the preparation of a paper entitled *Enhancing the Effectiveness and Efficiency of Joint Programmes: Lessons Learned from a UNDG Review*. FAO has also participated actively in the UNDG Task Team on MDGs, specifically collaborating on a Plan of Action (2006-08) in follow-up to the 2005 World Summit, which includes pilot testing of a UN Policy Network and support for integration of the MDGs into Poverty Reduction Strategy Papers (PRSPs) and other national plans. It took the lead, together with WFP and IFAD, on a work stream for food security, hunger reduction and rural development under Challenge 2 of the proposed Action Plan on *Sustaining progress achieved through scaling up and targeted investments*. FAO also hosted, on 19-21 July 2005, the UNDG Policy Network's first Learning Event, which brought together UNDG member agency representatives and senior level government officials.

16. FAO also participated in discussions at the UNDG Resident Coordinator Issues Group (RCIG) on development of an accountability framework for Resident Coordinators. It joined

consensus on principles for such a framework, agreed at the RCIG meeting held in Geneva on 13 December 2005. It has also been an active participant in the recently established Working Group on Non-Resident Agencies (NRAs).

17. UNDG currently counts some 30-plus mechanisms, with a support unit that dwarfs most UN system coordination units. Discussion is underway on rationalising and streamlining the UNDG machinery, so as to reduce overlap and duplication. UNDG was conceived in the 1997 UN reform as an instrument for greater cohesion among the UN and its four operational Funds and Programmes (UNDP, UNICEF, UNFPA and WFP), and this focus has tended to prevail. This has sometimes impeded specialised agencies, including FAO, from participating at the same level as these four UN Funds and Programmes, which share a number of institutional attributes and play a leading role in the Group's decision-making process.

18. It is recognised that participation in UNDG has contributed to a better understanding of commonalities and complementarities that need to be built upon and the differences that need to be bridged among UN funds and programmes and specialised agencies in constructing a more coherent UN development system and enhancing collective impact at country level. The increased collaboration among the Funds and Programmes has been an example for specialised agencies to explore how they might utilise their similar institutional attributes and modalities of work to ensure further synergy in their cooperation. While there is good cooperation among specialised agencies, there is considerable scope for strengthening it further.

19. Within the Inter-Agency Standing Committee (IASC), which is the primary mechanism for inter-agency coordination of humanitarian assistance, FAO participated in the Humanitarian Response Review (HRR) commissioned by the UN Office for the Coordination of Humanitarian Affairs (OCHA). The purpose of the review was to identify the reasons why the aid community sometimes falls short of its goals. Its recommendations, published in August 2005, addressed the need for an upgraded Central Emergency Revolving Fund (CERF) and reform of the humanitarian system, which were subsequently taken up by the 2005 World Summit. FAO has made frequent use of the CERF to finance its urgent response to rapid-onset situations. This has enabled quick input at the beginning of emergencies. FAO has been involved in the discussions to expand the CERF to include a grant feature and consideration of under-funded emergencies. Cooperation among all the Programmes and Agencies involved in this process has been good.

20. IASC has developed a cluster approach. Nine clusters correspond to nine gaps identified in humanitarian action that should constitute the framework for humanitarian response in major new emergencies (with the understanding that there are three sectors – food, led by WFP, refugees, led by UNHCR and education, led by UNICEF – where the cluster approach was not required). FAO has ensured that food security is an integral dimension of nutrition, and as such must be considered and integrated in assessments, early warning systems, and response programmes. Subsequently, agriculture has been added as an additional sector. It is led by FAO and ensures continued attention to the support of livelihoods of rural populations, both to mitigate the impact of, and support the rehabilitation from emergencies on rural populations.

21. FAO participates in the humanitarian early warning service web site, HEWS web, along with WFP, UNICEF, UNHCR, UNDP, OCHA, WHO, the Red Cross/Crescent and a consortium of international non-governmental organizations. FAO provides early warning information on the impact of drought and other weather-related events on food production and food security, as well as early warnings of transboundary animal diseases, pest infestations, and wildfires. This Web site brings together and rationalizes under one platform, the vast amount of information now available on the Internet from multiple specialised institutions. WFP has provided leadership and support to the development of this new initiative.

Coherence across programme areas

22. FAO continues to chair the Collaborative Partnership on Forests (CPF) composed of 14 organizations, including the Secretariats of three UN-based conventions (Climate Change,

Biological Diversity, and Combating Desertification) and the Secretariat of the UN Forum on Forests. CPF accomplishments include: (i) an agreement among members on “lead” agencies for key forestry-related activities to avoid duplication in the UN system; (ii) work towards a common approach to national reporting on forests in order to reduce the “reporting burden” on countries; and (iii) development of an internet-based “sourcebook” for funding opportunities to promote sustainable forest management.

23. UN-Oceans, established under the aegis of the CEB/HLCP, inter alia, promotes the coherence of UN system activities on oceans and coastal areas with the mandates of the General Assembly, the priorities contained in the Millennium Development Goals, the Johannesburg Plan of Implementation and those identified by governing bodies of all UN-Oceans members. A number of Task Forces have been established in which FAO collaborates, such as those dealing with biodiversity beyond national jurisdiction and land-based pollution. UN-Oceans also oversees the development and maintenance of the FAO-led and housed UN Atlas of the oceans (<http://www.oceansatlas.org>). The Atlas is an integrated information system and knowledge network that pools together information on sustainable development, management and conservation of the oceans, available within competent UN entities and their main partners, NGOs, and selected private sector partners.

24. FAO is the Vice-Chair of UN-Energy, which is to help ensure coherence in the UN system’s multidisciplinary response to energy goals identified at the World Summit on Sustainable Development. It promotes system-wide collaboration and a coherent and consistent approach in the area of energy for which there is no single UN system entity. UN-Oceans and UN-Energy are under the aegis of CEB/HLCP.

25. The Inter-Agency and Expert Group on MDG Indicators coordinates the inputs of lead agencies, which are used in compiling the annual UN Millennium Development Goals Report and the statistical part of the annual report of the Secretary-General on implementation of the Millennium Declaration. The Group also contributes to greater harmonization in data compilation, methodological developments and statistical capacity building. FAO is the lead organization within the UN system for monitoring target 2 of MDG 1 - halving hunger by 2015 - and within the Group is responsible for data and methodological developments related to one of the 48 MDG indicators, namely undernourishment.

26. FAO participates in the Inter-Organization Programme for the Sound Management of Chemicals (IOMC) that brings together nine international organizations actively involved in chemical safety. The objective of the IOMC is to strengthen international cooperation in the field of chemicals and to increase the effectiveness of the organizations’ international chemicals programmes. It promotes coordination of policies and activities, pursued jointly or separately, to achieve the sound management of chemicals in relation to human health and the environment. The seven participating organizations (POs) of the IOMC are: FAO, ILO, OECD, UNEP, UNIDO, UNITAR and WHO. In addition, UNDP and the WB participate as observer organizations in the IOMC. WHO hosts the IOMC Secretariat.

27. The UN Standing Committee on Nutrition (SCN), which gathers UN agencies, donors and NGOs, has gained increased relevance in view of the central role of nutrition in achieving the Millennium Development Goals. While the FAO Nutrition Division remains the focal point for SCN, other parts of FAO are increasingly involved (e.g. Food Insecurity and Vulnerability Information and Mapping System - FIVIMS; right to food; country food security and nutrition policy, programmes and initiatives, biodiversity for food and nutrition). There has been excellent cooperation between the SCN and FAO on the right to food.

Management

28. The UN Evaluation Group (UNEG) brings together evaluation offices throughout the system. It has recently agreed, at its meeting in Rome, to a set of common norms and standards for evaluation throughout the UN system. Individual organizations, including FAO, are now

benchmarking their policies and practices against these. The FAO Evaluation Service actively participates in UNEG sub-groups, including work to assess the efficiency and effectiveness of the UN system as a whole at country level, work which will feed through into the Triennial comprehensive policy review of operational activities for development of the UN system (TCPR) process.

29. The CEB High Level Committee on Management (HLCM) is the principal inter-agency body for coordination of administration and management. Recent achievements/ activities include: development and issuance of the final version of the new Inter-Organization Mobility Accord; development of a scheme for the provision of incentives to staff to serve at hardship duty stations and to be geographically mobile, while making the scheme easier to administer and more transparent to staff; adoption of IPSAS (International Public Sector Accounting Standards) as the accounting standards of the UN system, by 1 January 2010. In the area of Information and Communications Technology (ICT) FAO is an active player: leading an inter-agency team developing a UN ICT Strategy; two task forces on Knowledge Management strategy for the UN system and on alternative sources of ICT service provision, including off-shoring and outsourcing options. FAO also chairs the Inter-Agency Procurement Working Group.

C. COOPERATION AT FIELD LEVEL

(1) DEVELOPMENT/TECHNICAL ASSISTANCE

UN Country Team (UNCT)

30. FAO – through its network of Regional Offices, Subregional Offices and country offices – is an increasingly active participant in the UNCT in all countries where the Organization has established a presence. FAO country offices participate constructively and proactively in Common Country Assessment (CCA) and United Nations Development Assistance Framework (UNDAF) processes, and thematic groups related to agriculture/rural development and food security. In this regard, it is relevant to mention that the current development of National Medium-Term Priority Frameworks (NMTPF), as recommended by the Evaluation on FAO's Decentralization, will enhance FAO participation in UNDAFs, as well as multi-year resource mobilization.

31. FAO is participating in a number of UN system common services at the country level, when they are more cost-effective and more likely to enhance implementation than individual arrangements. FAO participates actively in the UN Security Management System Teams established at the country level to contribute to the UN system efforts for ensuring security and safety of UN personnel, assets and operations. FAO already shares common premises with other UN system agencies in 21 countries. However, a large number of country offices are provided by member countries free of charge, and FAO policy on country offices has been to use common UN system premises if the arrangement is more cost-effective.

32. In accordance with guidance received from the FAO Conference, a number of FAO country offices will be able to access the services of a multidisciplinary team of policy and technical specialists located in one of the newly established and/or re-configured sub-regional offices. This should contribute, through FAO representations, to the collective capacity of the Resident Coordinator system/UNCTs, enabling a better response to the needs of member countries. These multidisciplinary teams will also support the work of Regional Economic Integration Organizations (REIOs). FAO will continue to review, with other UN system organizations, how harmonization and simplification can reduce transaction costs and enhance collaboration at the country level.

Joint programmes at field level

33. FAO is engaged in an increasing number of joint programmes at country level. Some examples include:

- India - Knowledge Sharing for Problem-Solving in Support of India Development Goals and Target – a joint programme with UN Country Team members in India (UNDP, UNICEF, FAO, ILO, UNIDO, WHO, UNESCO, UNIFEM, UNFPA, UNAIDS, UNCTAD);
- India - Joint UN Tsunami Recovery Framework (FAO, UNDP, UNIDO, UNICEF, WFP, ILO, UNIFEM, UNAIDS, WHO, UNODC, UNFPA, UNESCO, and WMO);
- Kenya – Promoting Farmer Initiatives through Farmer Field Schools (FAO implementing agency, UNDP and UNICEF);
- Kenya - Improving Statistical Capacity for Monitoring MDGs. (FAO, UNDP, UNICEF, UNFPA, UNIFEM, HABITAT, World Bank, DFID, USAID, DANIDA, CIDA);
- Samoa - Preparatory assistance: phase one Samoa Joint Youth Programme (FAO, UNFPA, UNICEF, UNDP, UNESCO, WHO);
- Yemen - Implementation of current PRSP & preparation of an MDG-based Third Plan for Sustainable Development and Poverty Reduction (FAO, ILO, UNDP, UNICEF, UNFPA, UN Millennium Project, WFP, WHO).

These examples are listed in the UNDG paper: “*Enhancing the Effectiveness and Efficiency of Joint Programmes: Lessons Learned from an UNDG Review*”.

34. The basis of cooperation between FAO, IFAD and WFP at country level is the recognition that extreme poverty is at the root of hunger, but that hunger is also an important cause of poverty. Hunger compromises the health, productivity and productive potential of individuals, communities and entire nations. This recognition has given rise to the “twin track approach” to hunger and poverty reduction to which the three organizations subscribe. Under the twin track approach, measures to alleviate hunger directly are combined with measures to enhance productivity and promote employment and income opportunities for the very poor and hungry, especially through agricultural and rural development. By applying this strategy and adapting it to local situations, FAO, IFAD and WFP work together towards the over-arching Millennium Development Goal to reduce by half both hunger and poverty in the world. Within developing member countries FAO, IFAD and WFP continue to highlight the importance of addressing the issue of hunger and agricultural/rural development in the context of Poverty Reduction Strategy Papers with the World Bank and governments, as well as within UNDAF processes with other agencies.

35. FAO collaborates with WFP in the creation of linkages between school feeding and school gardening and the promotion of home-grown school feeding programmes, including through the FAO Special Programme on Food Security. FAO is also cooperating with WFP and UNICEF on Junior Farmer Field and Life schools through which orphaned and other vulnerable children learn to improve their agricultural knowledge, life skills and self-esteem. A closely-related activity is the project “*Protecting and improving food and nutrition security of orphans and HIV/AIDS affected children (Phase I: Lesotho and Malawi)*” developed by the nutrition divisions of FAO, UNICEF and WFP at headquarters level in close consultation with partners in the target countries.

36. FAO and IFAD have collaborated on rural finance, while FAO, IFAD and WFP have cooperated on the locust campaign and in assisting the New Partnership for Africa’s Development (NEPAD) on food security. The three Rome-based organizations have been cooperating extensively, but there is still room for further enhanced and innovative collaboration in the areas of food security and rural development, particularly for scaling up activities so that these are commensurate with the dimensions of hunger and rural poverty challenges.

Humanitarian assistance

37. Most FAO emergency and rehabilitation projects are embedded in the UN Common Humanitarian Action Plan (CHAP) and the UN Consolidated Inter-Agency Appeal (CAP) developed for countries facing complex emergencies or large-scale natural disasters. FAO

therefore aligns its emergency response programmes to those of the many other actors involved in humanitarian assistance, thus strengthening existing partnerships and developing new ones. This has helped FAO to increase its visibility and gain a legitimacy that stems from acting within the overall framework of the UN Humanitarian System.

38. At country level, FAO contributes significantly to the establishment of Multi-Donor Trust Funds, as in Iraq or in Sudan. FAO is actively involved in the evaluation of this kind of mechanism, which should ensure that funds benefit the country within the best timeframe feasible.

39. FAO and WFP actively contribute to the Needs Analysis Framework (NAF). An initiative of the Interagency Standing Committee Working Group on the Consolidated Appeals Process, NAF is a tool to help Humanitarian Coordinators and Country Teams organise and present existing information on humanitarian needs in a coherent and consistent manner. This effort helps strengthen the analysis of humanitarian needs. FAO and WFP jointly update the section on food security, and work together at country level in terms of determining food security needs. FAO and WFP have closely collaborated, both at the headquarters and field levels, on: improved methodology for joint FAO/WFP crop and food supply assessments in countries in crisis, and jointly-designed process and analytical guidelines; joint preparation of pre-crisis market assessments in countries susceptible to food insecurity shocks, most recently, Afghanistan, Guatemala, Honduras, Tajikistan, Timor-Leste; and preparation of shared sub-national data sets for fifteen frequently food insecure countries.

40. FAO and ILO teams have worked together within the livelihoods sub-cluster to address issues of common interest in the field. Recently, they have sought to strengthen their cooperation on emergency response and early recovery. They have agreed to focus on damage and needs assessment, advocacy, capacity building, the development or adaptation of operational tools and methodologies and joint approach to donor sensitization and resource mobilization. The following approach is being followed: formulation of a draft policy note that aims at promoting the FAO-ILO joint effort within the respective Organizations and, at a later stage, with the donor community; formulation of a draft framework that outlines the main steps that livelihoods practitioners involved with response to an emergency should follow, i.e. compiling a set of activities that need to be accomplished both at HQ, in country capitals and at the emergency site itself; formulation of a draft Joint Statement, to be inserted in the FAO/ILO MoU signed in September 2004.

41. FAO and UNHCR collaborate in several areas to assist refugees, returnees and Internally Displaced Persons (IDPs), including joint assessments of agricultural relief and rehabilitation needs, information exchange, and joint programmes in promoting food security and agricultural self-reliance. Improved cooperation between FAO and UNHCR is based on the consideration that the majority of the world's refugee population is hosted by, and originates from, developing countries, where poverty contributes to hunger and conflict-related population displacements. A stronger partnership between FAO and UNHCR contributes to UN reform, which aims at improved strategic planning, coherent policy development, integrated resource mobilization and programme implementation.

D. FAO COOPERATION WITH UN SYSTEM ENTITIES INCREASINGLY LINKS GLOBAL AND FIELD LEVELS, NORMATIVE AND OPERATIONAL CAPACITIES

42. FAO cooperative activities with other UN system entities do not fall neatly into headquarters and field level categories but, as can be seen above, often cut across these levels. This is because the Organization is called upon to deal with transboundary threats and challenges that relate to its core competencies, including transboundary animal and plant pests and diseases, as well as sustainable management of transboundary natural resources and related natural disasters. These may require simultaneous action at both global and national levels. Examples

include: the Programme Against African Trypanosomiasis (PAAT), involving FAO, WHO, IAEA, in collaboration with IFAD, UNIDO and the Inter-African Bureau for Animal Resources (IBAR) of the African Union (AU), FAO cooperation with WFP and IFAD on Desert Locusts, cooperation with the entire UN system on the Tsunami and close cooperation with OIE and WHO on Avian Influenza. In the case of the PAAT, FAO provides the Secretariat and coordinates activities having both normative and operational dimensions. The Programme promotes integrated approaches to tsetse and trypanosomiasis management, associating issues of land use, environmental protection and socio-economic development.

43. The Global Early Warning and Response System for Transboundary Animal Diseases (GLEWS), agreed in February 2006, is to be built up through an inter-agency agreement among FAO, OIE and WHO. Disease intelligence will be collected, while risk analysis, risk management and risk communication will be coordinated so as to provide more effective tools in the global fight against transboundary animal diseases affecting trade, rural livelihoods and public health. However, as has been seen with Avian Influenza, global measures must go hand-in-hand with capacity building measures at national level if the desired results are to be obtained.

44. Ensuring more systematic and strengthened linkages between global normative/analytical work and operational work at field level are also a feature of FAO reforms. Capacity building to enable national implementation of, or national participation in, the formulation of globally-agreed norms/standards, and better utilization of knowledge and best practices to underpin the design of operational activities, form part of an Organizational concept of knowledge management. This concept permeates FAO cooperation, such as: capacity building to enable implementation of the Rotterdam and Biological Diversity Conventions with UNEP and the Global Environment Facility (GEF), as well as Codex Alimentarius standards with WHO.

45. The FAO Trade-related Capacity Building Programme for Agriculture, Fisheries and Forestry - Umbrella Programme II - helps countries to acquire the necessary information, knowledge and expertise for effective participation in the multilateral trade negotiations, as well as take advantage of trading opportunities, with specific focus on the critical linkages among agriculture (including forestry and fisheries), economic development, poverty reduction and food security. It is to be carefully coordinated with other providers of relevant technical assistance in this field, such as WTO, World Bank, UNCTAD and UNIDO. The FAO/WHO/OIE/WB/WTO Standard and Trade Development Facility, established in 2001 by the 5 partner agencies, has been a driving force in mobilising resources for capacity building of developing member countries in the areas related to sanitary and phytosanitary measures.

46. Under the international FIVIMS programme, FAO in collaboration with UN and donor agencies, as well as NGOs and academic institutions, has strengthened basic understanding of food insecurity, vulnerability and malnutrition in support of improved planning and programming towards the achievement of national and international development goals (including MDG and World Food Summit targets). The Japanese-funded Asia-FIVIMS programme has been particularly successful in strengthening in-country capacity, while drawing on global knowledge in information systems development. Long-term support from the European Commission in countries such as Mozambique and Somalia, and globally under the EC/FAO Food Security Programme, has furthermore provided FAO with the means to share its knowledge in information systems development and in food security analysis for the development of in-country capacity in food security policy formulation, programming and targeting.

47. The benefits accruing to countries from “normative and analytical” support (strategy, policy, advocacy and some capacity building support) are often not visible nor measurable in the same manner as operational activities for development. Better ways of capturing such support will be required.

48. Finally, enhanced interdisciplinarity and promotion of partnerships (across programme themes) not only with other programmes and units within FAO but also with other agencies and

funds, particularly within the UN system, are supported by some recent innovative and promising initiatives with donors, including the Livelihood Support Programme (LSP) funded by the U.K. Department for International Development (DFID), the Program Cooperation Agreement (PCA) of Norway and the FAO-Netherlands Partnership Programme (FNPP).

49. While there is a wealth of cooperative activities with other UN system entities, further work is needed to reinforce cooperation. Cross-cutting issues that do not fall within the mandate of a single agency - for example enterprise development, agro-industries, rural livelihoods and employment, health and nutrition, rural infrastructure, and emergency rehabilitation - demand greater inter-organizational cooperation. It may be noted in this regard that greater interdisciplinarity and a more holistic approach to development has been gaining momentum within the Organization.

50. The deepened culture of cooperation and multidisciplinary ways of working resulting from these efforts, certainly stand to improve cooperation between FAO and other UN entities, thereby contributing to a more effective use of the capacity of the UN system. Evolving organizational policy and practice relating to FAO cooperation with other UN system entities should better enable the Organization to contribute to, and participate in, such integration, while ensuring that reform is not an end but a means to improve UN system support for the achievement of the goals of its members.

51. There are now in place some clear policy directives and guidance regarding FAO interaction with UN system partners from FAO governing bodies, the Director-General and inter-agency mechanisms. The focus in future will be on implementing these directives, building on promising best practices not only within FAO but across the UN system.

LIST OF ACRONYMS

AU	African Union
CAP	UN Consolidated Inter-Agency Appeal
CCA	Common Country Assessment
CEB	Chief Executives Board for Coordination
CERF	Central Emergency Revolving Fund
CHAP	UN Common Humanitarian Action Plan
CIDA	Canadian International Development Agency
CPF	Collaborative Partnership on Forests
DANIDA	Danish International Development Agency
DESA	Department of Economic and Social Affairs
DFID	U.K. Department for International Development
EC	European Commission
ECOLEX	Database on environmental law, operated jointly by FAO, IUCN and UNEP
FIVIMS	Food Insecurity and Vulnerability Information and Mapping System
FNPP	FAO-Netherlands Partnership Programme
GEF	Global Environment Facility
GLEWS	Global Early Warning and Response System for Transboundary Animal Diseases
HEWS	Humanitarian Early Warning Service
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
HLCM	High-Level Committee on Management
HLCP	High-Level Committee on Programmes
HRR	Humanitarian Response Review
IAEA	International Atomic Energy Agency
IASC	Inter-Agency Standing Committee
IBAR	Inter-African Bureau for Animal Resources
ICSC	International Civil Service Commission
ICT	Information and Communications Technology
IDPs	Internally Displaced Persons
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IOMC	Inter-Organization Programme for the Sound Management of Chemicals
IPSAS	International Public Sector Accounting Standards
IUCN	World Conservation Union

JAS	Joint Assistance Strategies
LSP	Livelihood Support Programme
MDGs	Millennium Development Goals
MoU	Memorandum of Understanding
NAF	Needs Analysis Framework
NCD	Non-Communicable Diseases
NEPAD	New Partnership for Africa's Development
NGOs	Non-Governmental Organizations
NMTPF	National Medium-Term Priority Frameworks
NRA s	Non-Resident Agencies
OCHA	Office for the Coordination of Humanitarian Affairs
OECD/DAC	Organization for Economic Cooperation and Development/Development Assistance Committee
OHCHR	Office of the High Commissioner for Human Rights
OIE	World Organization for Animal Health
PAAT	Programme Against African Trypanosomiasis
PAHO	Pan American Health Organization
PCA	Program Cooperation Agreement
POPs	Persistent Organic Pollutants
POs	Participating Organizations
PRSPs	Poverty Reduction Strategy Papers
RCIG	UNDG/Resident Coordinator Issues Group
REIOs	Regional Economic Integration Organizations
SCN	Standing Commission on Nutrition
TCPR	Triennial Comprehensive Policy Review of operational activities for development of the United Nations system
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nations Country Team
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNEG	UN Evaluation Group
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UN-HABITAT	United Nations Human Settlements Programme

UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNIFEM	United Nations Development Fund for Women
UNITAR	United Nations Institute for Training and Research
UNODC	United Nations Office on Drugs and Crime
USAID	United States Agency for International Development
WB	World Bank
WFP	World Food Programme
WHO	World Health Organization
WMO	World Maritime Organization
WTO	World Trade Organization