



Food and Agriculture
Organization of the
United Nations



World Food
Programme

Memorandum of Understanding

between

Food and Agriculture Organization of the United Nations (FAO)

International Fund for Agricultural Development (IFAD)

and

World Food Programme (WFP)

This Memorandum of Understanding ("MoU") to strengthen collaboration on common thematic areas and at the global, regional and the country-level in particular, is entered into by and between:

The **Food and Agriculture Organization of the United Nations** ("FAO");

The **International Fund for Agricultural Development** ("IFAD"); and

The **World Food Programme** ("WFP"), hereinafter referred to as the "Parties" and each, as a "Party".

Preamble

Recognizing that the 2030 Agenda and the evolving global context calls for the international aid system to change in order to effectively respond to current and future challenges;

Responding to the Secretary-General's call to action¹ for the United Nations to commit to working in the new paradigm by making fundamental shifts, including transcending the humanitarian-development divide by working towards collective outcomes, based on comparative advantages and over multi-year time frames;

Considering that the Parties can increase their contributions towards the 2030 Agenda by working towards collective outcomes, in line with the Secretary-General's call to action and the Quadrennial Comprehensive Policy Review (QCPR), in pursuit of a United Nations system that is more strategic, accountable, transparent, collaborative, efficient, effective and results oriented;

Considering that, at the request of the membership of the three Rome-Based Agencies, the Parties produced a document in 2016, "*Collaboration among the United Nations Rome-based Agencies: Delivery on the 2030 Agenda*," (the "*RBA 2016 Collaboration paper*") outlining the Parties' collaboration, including on how they will support countries in achieving the Sustainable Development Goals ("SDGs");

¹ Report of the Secretary-General for the World Humanitarian Summit (February 2016) and the Secretary-General's Report on "Repositioning the United Nations development system to deliver on the 2030 Agenda: our promise for dignity, prosperity and peace on a healthy planet" (20 December 2017).

Considering that the Parties can take the principles of the *RBA 2016 Collaboration paper* further for application, especially at the country-level, and where appropriate on a bilateral basis ;

Whereas each Party is committed to supporting the achievement of the SDGs of the 2030 Agenda;

Whereas the need to support Member States with an increasing number of demands and challenges in food security and agricultural development, has led FAO to develop a Strategic Framework based on five key Strategic Programmes (SPs) around which its work is articulated:

- SP1: Eradicate hunger, food insecurity and malnutrition;
- SP2: Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner;
- SP3: Reduce rural poverty;
- SP4: Enable more inclusive and efficient agricultural and food systems at local, national and international level;
- SP5: Increase the resilience of livelihoods to threats and crises.

These priorities represent the main areas of work to achieve a world without hunger, malnutrition and poverty and do so in a sustainable manner – contributing to the implementation of the 2030 Agenda for Sustainable Development.

Four key cross-cutting dimensions are integral to the achievement of FAO's five Strategic Objectives:

- **Gender** - ensuring that gender equality becomes a regular feature of work on standard setting and of regional, sub-regional and country-level programmes and projects;
- **Governance** - focusing on interventions that improve interactions between multiple actors to foster improvements in governance without which it would not be possible to achieve the expected outcomes at global and national levels;
- **Nutrition** - providing technical leadership for FAO's work on nutrition, policy and operational coordination in the UN system, and facilitation of mainstreaming of nutrition across the Strategic Objectives;
- **Climate Change** - developing and guiding a corporate strategy and concrete action plan on climate change across the Strategic Objectives.

Whereas, in response to the challenges faced by Member States to achieve inclusive rural transformation, IFAD's Strategic Framework (2016-2025) represents an impact pathway through which IFAD aims to invest in rural people to enable them to overcome poverty and achieve food security; and contributes to its strategic vision by promoting remunerative, sustainable and resilient livelihoods maximizing IFAD's contribution to the 2030 Agenda, based on three strategic objectives:

- Strategic Objective 1: Increase poor rural people's productive capacities:
 - Access to natural resources
 - Access to agricultural technologies and production services
 - Inclusive financial services
 - Nutrition
- Strategic Objective 2: Increase poor rural people's benefits from market participation
 - Diversified rural enterprise and employment opportunities
 - Rural investment environment
 - Rural producers' organizations
 - Rural infrastructure

- Strategic Objective 3: Strengthen the environmental sustainability and climate resilience of poor rural people's economic activities
 - Environmental sustainability
 - Climate change

These strategic objectives are closely interlinked and mutually reinforcing. At the same time IFAD is pursuing a horizontal integration of its agenda through mainstreaming in its portfolio four cross-cutting thematic areas: gender, nutrition, environment/climate change and youth, which will require strategic partnerships across the RBAs to help translate the concept of sustainable rural transformation into the RBA-wide portfolio rather than pursuing these through free-standing approaches or projects for any of these themes and agencies individually, on their own.

In this context, in line with IFAD's principles of engagement a wide array of RBA partnerships are being pursued, *inter alia*: on targeting, gender mainstreaming and women's economic empowerment, land, resilience, (including environment, natural resource management and climate change), inclusive rural finance, nutrition, South-South and Triangular Cooperation, decentralization, agricultural innovation systems, and knowledge management – in pursuit of learning and scaling up.

Whereas, WFP's Strategic Plan (2017-2021) aligns WFP's work with the 2030 Agenda for Sustainable Development, prioritizing SDG 2 (on achieving zero hunger) and SDG 17 (on partnering to support implementation of the SDGs), structured around:

Strategic Goal 1: Support countries to achieve zero hunger

Strategic Objective 1: End hunger by protecting access to food

- Strategic Result 1: Everyone has access to food.

Strategic Objective 2: Improve nutrition

- Strategic Result 2: No one suffers from malnutrition.

Strategic Objective 3: Achieve food security

- Strategic Result 3: Smallholders have improved food security and nutrition through improved productivity and incomes.
- Strategic Result 4: Food systems are sustainable.

Strategic Goal 2: Partner to support implementation of the SDGs

Strategic Objective 4: Support SDG implementation

- Strategic Result 5: Developing countries have strengthened capacities to implement the SDGs
- Strategic Result 6: Policies to support sustainable development are coherent.

Strategic Objective 5: Partner for SDG results

- Strategic Result 7: Developing countries have access to a range of financial resources for development investment.
- Strategic Result 8: Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs.

Considering that collaboration between the Parties could be further enhanced with an agreed upon set of principles and guidance for each Party's country offices in order to reduce perceived or actual overlap and/or competition and to identify opportunities to work towards collective outcomes;

Taking into account the relevant provisions of the FAO Basic Texts, IFAD basic documents and the WFP Rules and Regulations.

Now, therefore, the Parties agree as follows:

1. Objectives and scope of the MoU

In line with the Secretary-General's call to work towards collective outcomes and the *RBA 2016 Collaboration paper*, which places RBA collaboration as a core priority for the three RBAs, this MoU seeks to enhance the Parties' joint contribution towards the 2030 Agenda. This MoU has been inspired by the common vision of FAO, IFAD and WFP that achieving food security, nutrition and sustainable agriculture requires comprehensive and holistic approaches to this set of closely interlinked issues, as well as their strong linkages to many other parts of the 2030 Agenda.

To this end, this MoU is intended to enhance collaboration, coordination and synergies between the Parties at global, regional and country level in order to play a more strategic role in supporting Member States with the implementation of the 2030 Agenda, specifically SDG 2, "End hunger, achieve food security and improved nutrition, and promote sustainable agriculture."

Importantly, this MoU seeks to ensure that intentions and commitments on partnership and collaboration articulated at the headquarters' level between the Parties translate into concrete collaboration and action at global, regional and country level. The common objective is to avoid unnecessary overlap, (perceived and actual) competition and duplication of work.

2. General Principles for Collaboration

This MoU draws on the *Strengthening resilience for food security and nutrition, A Conceptual Framework for Collaboration and Partnership among the Rome-Based Agencies* agreed among the Parties in April 2015, the *RBA 2016 Collaboration paper* and the *2017 Update on RBA Collaboration* considered by the governing bodies of the three RBAs. These documents and other related updates which have been presented to the Governing bodies of the Parties reiterate these general principles in a mutually reinforcing and consistent manner.

The RBA partnership will be of strategic priority and will leverage the comparative advantages of each. In particular this will involve:

- **Reciprocal exchange of expertise:** Each Party will respect the leadership of the other in areas of comparative advantage with reference to respective mandates. For example, where a specific Party (either FAO, IFAD or WFP) has a recognized comparative advantage in an area of technical expertise, taking into account elements of efficiency and cost-effectiveness, this Party should be the prime source of technical expertise and technical guidance for the other Parties.
- **Mutual engagement:** The ambitious and comprehensive approach to food and agriculture reflected in the 2030 Agenda calls for the Parties to work together from the initial stage of discussions with national governments and UN country teams on the SDGs. These will be driven by national development priorities and results on the basis of programming principles within the context of the United Nations Development Assistance Framework (UNDAF), in alignment with the UN Reform Agenda. In the process, the RBAs will ensure that their collective views are appropriately reflected in national planning processes, and that comprehensive and integrated support across different pillars of their respective work is delivered in a timely and effective way. In global, regional or country-level forums or discussions regarding SDG 2 or relevant thematic areas, each Party will endeavor to invite the other Parties to participate and engage in such discussions, thereby enhancing opportunities for collaboration and constructive input.

3. Collaboration at Country, Regional and Global Level

Collaboration at Country Level

The existing country level collaboration between the Parties will be enhanced and scaled up in the areas of joint outcome formulation, joint programme formulation, joint food security assessments and interaction in thematic groups, capacity development, resilience initiatives, and emergency preparedness and response operations.

Good practices of collaboration at country level will be documented and disseminated as a process of knowledge sharing and to facilitate uptake by other country offices.

Each Party will systematically consult and engage with the other Parties when embarking on major country programming exercises (i.e., FAO's Country Programming Framework, IFAD's Country Strategic Opportunities Programme and WFP's Country Strategic Plans) with a view to developing and maximizing joint efforts towards the achievement of shared outcomes.

Delivering on such collective outcomes, will require, as highlighted in the Secretary-General's report, drawing on comparative advantages and joint efforts in:

- **Data and analysis:** The Parties can contribute to developing a common understanding of context, needs and capacities through collecting, analyzing, aggregating and sharing data and analysis. Such data analysis can also inform better programme design and implementation.
- **Accountability and Reporting:** The Parties will promote the principle of joint accountability for collective outcomes, with context-specific lines of accountability established as required. In this regard, they will establish a joint reporting mechanism to measure progress towards achieving the collective outcomes for specific joint initiatives, as appropriate.
- **Costing collective outcomes:** As resources underpin the achievement of the collective outcomes, the Parties can work together to develop new outcome based financing approaches.

Other modalities for cooperation between the Parties on areas of mutual interest include, but are not limited to, the sharing of knowledge, information, best practices and techniques relative to the aim of this MoU; the development of joint approaches that promote and strengthen food security at household, community and national level, drawing from the key strengths of each Party; and the organization of venues for interaction with various stakeholders for the purpose of better coordinating the actions.

Collaboration at Regional Level

Collaboration at the regional level will continue to ensure that strategies, programmes, and activities are in line with global level RBA strategies and framework as well as the commitments that Governments have undertaken, to achieve the goals of the 2030 Agenda. As the Parties are developing country plans, they will ensure that country offices are joining efforts in project programming and formulation, and sharing information. They are encouraged to invite the other Parties to consultations to seek technical advice and, where feasible, identify possible joint/complementary projects, utilizing each Party's resources, both geographically and thematically.

Collaboration at Global Level

The Parties will seek synergies on key global initiatives through strategic dialogue and selective joint communications and awareness raising. The Parties will ensure that the recently established joint RBA website is continually populated and updated.

This collaboration will include joint advocacy on key issues around international events, such as World Food Day and International Women's Day, and will ensure best practices in joint approaches are widely disseminated.

The Parties will collaborate on thematic areas, each providing comparative advantage and, together, added-value to initiatives that are key towards achieving the SDG targets. Joint approaches will be promoted and best practices and lessons learned will be documented and widely disseminated.

Collaboration on Corporate Services

The Parties will, in line with sound fiduciary and financial management principles and subject to availability of resources and consistent with each Party's legal requirements and the decisions of their governing bodies, continue to collaborate extensively in the area of corporate services, building on the strong impetus in recent years to join resources and work together on a wide range of activities, including on security matters; human resources; health services; information technology; travel; common premises for country offices; joint and collaborative procurement activities; and corporate environmental responsibility.

4. Establishing a Mechanism to Strengthen Collaboration and Minimize Overlap

The Parties' country offices will report annually to their respective regional offices, regional hubs, regional bureaux and headquarters highlighting the joint achievements and constraints faced during country implementation. Country offices are responsible for informing their respective offices at regional level and headquarters of significant issues that may arise within reporting periods. Significant issues and results emerging from joint activities will be reviewed twice-yearly at high-level meetings between the Parties.

The RBA Senior Consultative Group (SCG) composed of senior staff of the Parties will continue to meet. The meetings will be organized three times a year – alternating between FAO, IFAD and WFP headquarters – to review overall implementation of joint activities and address any major strategic, operational or policy issues of interest and concern. Any issues influencing the collaboration between the Parties will be tasked to specific functional leads/experts from FAO, IFAD and WFP to review, follow up and establish appropriate guidance for, in a way that furthers collaboration.

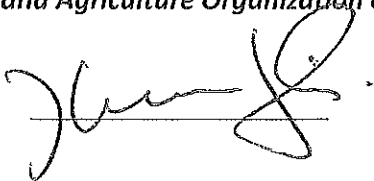
5. Entry into Force and Duration

This MoU is valid for a period of five years and will enter into force upon signature of all Parties.

The same may, however, be extended beyond the five-year period as mutually agreed in writing by the Parties.

This MoU is signed by the representatives of the Parties on 6 June 2018.

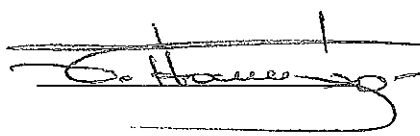
For the Food and Agriculture Organization of the United Nations (FAO)

Signature: 

Name: **Mr José Graziano da Silva**
Position: **Director-General**

Date: 06/06/18

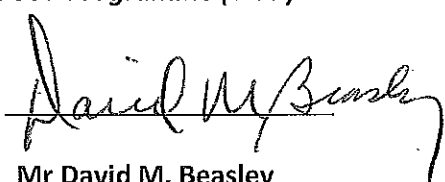
For the International Fund for Agricultural Development (IFAD)

Signature: 

Name: **Mr Gilbert F. Hounou**
Position: **President**

Date: 06-06-2018

For the World Food Programme (WFP)

Signature: 

Name: **Mr David M. Beasley**
Position: **Executive Director**

Date: June 6, 2018