



Food and Agriculture
Organization of the
United Nations

IOE



IFAD

Investing in rural people

Independent Office of Evaluation



World Food
Programme



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

Evaluation report

Commissioned by the
FAO Office of Evaluation, Independent Office of Evaluation of IFAD, and WFP Office of Evaluation

Published by Food and Agriculture Organization of the United Nations,
International Fund for Agricultural Development and World Food Programme

October 2021

Disclaimer

Required citation:

FAO, IFAD and WFP . 2021. Joint evaluation of collaboration among the United Nations Rome-Based Agencies. Rome. <https://doi.org/10.4060/cb7289en>

The designations employed and the presentation of material in this information product do not imply the expression of any opinion whatsoever on the part of the Food and Agriculture Organization of the United Nations (FAO), International Fund for Agricultural Development (IFAD) or World Food Programme (WFP) concerning the legal or development status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries. The mention of specific companies or products of manufacturers, whether or not these have been patented, does not imply that these have been endorsed or recommended by FAO, IFAD or WFP in preference to others of a similar nature that are not mentioned.

The views expressed in this information product are those of the author(s) and do not necessarily reflect the views or policies of FAO, IFAD or WFP.

ISBN 978-92-5-135157-4

© FAO, IFAD and WFP, 2021

Some rights reserved. This work is made available under the Creative Commons Attribution-NonCommercial-ShareAlike 3.0 IGO licence (CC BY-NC-SA 3.0 IGO; <https://creativecommons.org/licenses/by-nc-sa/3.0/igo/legalcode>).



Under the terms of this licence, this work may be copied, redistributed and adapted for non-commercial purposes, provided that the work is appropriately cited. In any use of this work, there should be no suggestion that FAO, IFAD or WFP endorses any specific organization, products or services. The use of the FAO, IFAD or WFP logo is not permitted. If the work is adapted, then it must be licensed under the same or equivalent Creative Commons license. If a translation of this work is created, it must include the following disclaimer along with the required citation: "This translation was not created by the Food and Agriculture Organization of the United Nations (FAO), International Fund for Agricultural Development (IFAD) or World Food Programme (WFP). FAO, IFAD and WFP are not responsible for the content or accuracy of this translation. The original English, French, Spanish and Russian edition shall be the authoritative edition."

Disputes arising under the licence that cannot be settled amicably will be resolved by mediation and arbitration as described in Article 8 of the licence except as otherwise provided herein. The applicable mediation rules will be the mediation rules of the World Intellectual Property Organization <http://www.wipo.int/amc/en/mediation/rules> and any arbitration will be in accordance with the Arbitration Rules of the United Nations Commission on International Trade Law (UNCITRAL)

Third-party materials. Users wishing to reuse material from this work that is attributed to a third party, such as tables, figures or images, are responsible for determining whether permission is needed for that reuse and for obtaining permission from the copyright holder. The risk of claims resulting from infringement of any third-party-owned component in the work rests solely with the user.

Sales, rights and licensing. FAO information products are available on the FAO website (www.fao.org/publications) and can be purchased through publications-sales@fao.org. Requests for commercial use should be submitted via: www.fao.org/contact-us/licence-request. Queries regarding rights and licensing should be submitted to: copyright@fao.org and wfp.publications@wfp.org

Photo credit: WFP/Giulio d'Adamo

Key Personnel for the Evaluation

EVALUATION STEERING COMMITTEE

Masahiro Igarashi	Director, Office of Evaluation, FAO
Indran A. Naidoo	Director, Independent Office of Evaluation of IFAD, IFAD
Andrea Cook	Director of Evaluation, WFP

EVALUATION MANAGEMENT GROUP TEAM

Rachel Sauvinet Bedouin	Senior Evaluation Officer, FAO (Member of EMG)
Marta Bruno	Evaluation Officer, FAO
Carolina Turano	Evaluation Analyst, FAO
Chitra Deshpande	Senior Evaluation Officer, IFAD (Member of EMG)
Jeanette Cooke	Research Analyst, IFAD
Serena Ingrati	Evaluation Assistant, IFAD
Deborah McWhinney	Senior Evaluation Officer, WFP (Member of EMG)
Federica Zelada	Evaluation Officer, WFP
Valentina Di Marco	Evaluation Coordinator

MOKORO EVALUATION TEAM

Stephen Turner	Evaluation Team Leader
Ruwan de Mel	Senior Evaluator
Michael Reynolds	Senior Evaluator
Muriel Visser	Senior Evaluator
Sithabiso Gandure	Evaluator
Javier Pereira	Evaluator
João Pinto	Evaluator
Christine Fenning	Evaluator & Research Co-ordinator
Elizabeth Hodson	Survey Specialist
Liam Bluer	Researcher
Tal Shalson	Researcher
Chantal Toby	Researcher
Stephen Anderson	Quality Support
Stephen Lister	Quality Support

NATIONAL CONSULTANTS

Noura Abdelwahab	Egypt
Zuber Ahmed	Mozambique
Adama Belemvire	Burkina Faso
Alejandra Bravo	Colombia
Yadab Chapagain	Nepal
Hadi Fathallah	Lebanon
Saeed Ullah Khan	Pakistan
Hector Maletta	Peru
Mohamad Shohibuddin	Indonesia
Aime Tsinda	Rwanda

Acknowledgements

This evaluation was prepared by an independent evaluation team from the firm Mokoro Limited, headed by the evaluation team leader Stephen Turner. The evaluation team was supervised by an Evaluation Management Group (EMG) led by senior evaluation officers from the three Rome-based Agencies' evaluation offices (Rachel Sauvinet Bedouin, Senior Evaluation Officer, FAO; Chitra Deshpande, Senior Evaluation Officer, IFAD; and Deborah McWhinney, Senior Evaluation Officer, WFP) as well as an Evaluation Steering Committee consisting of the directors of evaluation (Masahiro Igarashi, Director, Office of Evaluation, FAO; Indran A. Naidoo, Director, Independent Office of Evaluation of IFAD, IFAD; and Andrea Cook, Director of Evaluation, WFP). Other members of the EMG team who contributed to the evaluation include: Marta Bruno, Evaluation Officer, FAO; Federica Zelada, Evaluation Officer, WFP; Carolina Turano, Evaluation Analyst, FAO; Jeanette Cooke, Research Analyst, IFAD; Serena Ingrati and Federica Raimondo, Evaluation Assistants, IFAD. The evaluation team and EMG were ably supported by the Evaluation Coordinator, Valentina Di Marco. The report underwent the internal review processes of the three agencies' evaluation offices.

The evaluation benefited greatly from the support and insightful comments of the management and staff of the three Rome-based agencies. These comments have been duly considered in preparing the final report. The evaluation team would also like to thank the many informants around the world, within and beyond the three agencies, who have given their valuable time to support the evaluation.

Contents

Summary	i
1 Introduction	1
1.1 Evaluation features	1
1.2 Context	2
1.3 Collaboration among the United Nations Rome-Based Agencies	6
1.4 Methodology, limitations and ethical considerations	15
2 Evaluation findings	19
2.1 Introduction	19
2.2 The relevance of Rome-Based Agency collaboration	19
2.3 The results of Rome-Based Agency collaboration	29
2.4 Factors affecting the effectiveness of Rome-Based Agency collaboration	51
2.5 The added value of Rome-based agency collaboration	70
3 Conclusions and recommendations	77
3.1 Conclusions	77
3.2 Recommendations	80
Annexes	85
Annex I. Summary terms of reference	85
Annex II. Methodology	87
Annex III. Evaluation timeline	95
Annex IV. Theory of change	96
Annex V. Sample of country database	103
Annex VI. Evaluation matrix	106
Annex VII. Data collection schedule	119
Annex VIII. Analytical framework	121
Annex IX. List of people interviewed	128
Annex X. Data collection tools	146
Annex XI. Summary of online survey responses	155
Annex XII. Ethical considerations	164
Annex XIII. Links across findings, conclusions and recommendations	166
Annex XIV. References	167
Annex XV. Abbreviations	179

Tables

Table 1. The Rome-based agencies' approaches to collaboration and partnerships	3
Table 2. Rome-based agencies' staffing, country presence and 2019 annual budgets.....	8
Table 3. Summary of Rome-based agency collaborative activities identified	13
Table 4. Rome-based agency collaboration: evaluation criteria	16
Table 5. Deep dive studies.....	17
Table 6. Additional reviews.....	17
Table 7. Survey: rating of Rome-based agency collaboration and other collaboration by respondent agency	27
Table 8. Rome-based agency membership of United Nations Country Teams, 2019.....	28
Table 9. IFAD field offices: standalone and hosted.....	36
Table 10. Survey: what outcomes has Rome-based agency collaboration achieved to date? Headquarters, regional and country levels.....	51
Table 11. Survey: what outcomes has Rome-based agency collaboration achieved to date? FAO, IFAD and WFP respondents.....	51
Table 12. Survey: the most significant obstacle to Rome-based agency collaboration, by agency	70
Table 13. Some key elements of the Rome-based agency collaboration architecture	76
Table 14. Recommendations	80
Table 15. Country case studies.....	91
Table 16. Deep dive study themes.....	92
Table 17. Mapping of sample of joint initiatives (2017-2019) presented in evaluation terms of reference	97
Table 18. Country study schedule.....	119
Table 19. Data presentation format	121
Table 20. Documents reviewed	146
Table 21. Rome-based agency headquarters, regional and external interviewees.....	147
Table 22. Deep dive study themes.....	149
Table 23. Sampling of WFP staff for online survey	151
Table 24. Sampling of FAO staff for online survey.....	151
Table 25. "Role" of respondents, initial and re-categorized.....	155
Table 26. Survey respondents by level and agency	156
Table 27. Relative importance of collaboration with Rome-based agencies compared with other United Nations and international agencies.....	158
Table 28. Importance of collaboration with Rome-based agencies and other United Nations agencies; average rating	159
Table 29. Average rating of outcomes achieved by Rome-based agency collaboration, disaggregated by level	160
Table 30. Obstacles to Rome-based agency collaboration, by agency.....	162
Table 31. Approach to ethical issues, risks and safeguards	164

Table 32. Links between findings, conclusions and recommendations.....	166
--	-----

Figures

Figure 1. Theory of change	11
Figure 2. Location of country studies	17
Figure 3. Survey: importance of Rome-based agency collaboration in future, given the ongoing United Nations reform process	21
Figure 4. Survey: importance of Rome-based agency collaboration and other collaboration in respondents' work.....	26
Figure 5. Survey: changes in the amount of Rome-based agency collaboration since 2016, by organizational level.....	33
Figure 6. Survey: changes in the amount of Rome-based agency collaboration since 2016, by respondent category	36
Figure 7. South-South and triangular cooperation implemented by WFP with FAO under the WFP-China South-South and triangular cooperation partnership portfolio	44
Figure 8. Survey: the most significant enabling factor for Rome-based agency collaboration	69
Figure 9. Survey: the most significant obstacle to Rome-based agency collaboration	70
Figure 10. Survey: respondent views on whether overall benefits of Rome-based agency collaboration outweigh costs	73
Figure 11. The continuum of collaborative relationships	88
Figure 12. An expanded illustration of collaboration	88
Figure 13. Elements of the overall evaluation approach	90
Figure 14. Location of country studies.....	91
Figure 15. Nested theory of change for EQ 4	102
Figure 16. Key stages of the analysis through qualitative data analysis software.....	122
Figure 17. Evidence generation through qualitative data analysis software.....	122
Figure 18. Full list of codes.....	125
Figure 19. Main codes by evaluation question.....	126
Figure 20. Iterative survey design process.....	150
Figure 21. Online survey respondents	155
Figure 22. "Role" of respondents by organization.....	156
Figure 23. Level of respondents	156
Figure 24. Change in level of Rome-based agency collaboration (disaggregated by country/regional/global)	157
Figure 25. Change in level of Rome-based agency collaboration (disaggregated by role)	157
Figure 26. Importance of collaboration with Rome-based agencies and other United Nations and international agencies.....	158
Figure 27. How important should Rome-based agency collaboration be in the future?	159

Figure 28. What outcomes has Rome-based agency collaboration achieved to date?	160
Figure 29. Enabling factors for Rome-based agency collaboration	161
Figure 30. Obstacles to Rome-based agency collaboration.....	162
Figure 31. Benefits versus costs of Rome-based agency collaboration	163

Boxes

Box 1	Rome-based agency collaboration in the context of United Nations reform: views of survey respondents	22
Box 2	The relevance of Rome-based agency collaboration: views of survey respondents	23
Box 3	Bilateral and tripartite Rome-based agency collaboration: views of survey respondents	24
Box 4	Challenges and potential in Niger.....	30
Box 5	Parallel implementation in Burkina Faso	31
Box 6	Rome-based agency collaboration in humanitarian work: views of survey respondents	33
Box 7	Rome-based agency collaboration on gender: views of survey respondents.....	34
Box 8	Common messaging and communication in Egypt	35
Box 9	Joint corporate services: country-level informant views	35
Box 10	Competition for funding	38
Box 11	Competition for funding: views of survey respondents.....	39
Box 12	Hunger hotspots reports	40
Box 13	Rome-based agency working group on nutrition-sensitive value chains	41
Box 14	Good Rome-based agency collaboration practice: thoughts of survey respondents	43
Box 15	IFAD and the FAO Investment Centre.....	44
Box 16	The Committee on World Food Security	45
Box 17	Integrated Food Security Phase Classification	47
Box 18	Rome-based agency approaches to gender	48
Box 19	Supporting COVID-19-affected groups in Burkina Faso	49
Box 20	Government perceptions of FAO costs	55

预览已结束，完整报告链接和二维码如下：

https://www.yunbaogao.cn/report/index/report?reportId=5_926

