



CEO ENDORSEMENT/APPROVAL¹
PROJECT TYPE: Medium-sized Project
TYPE OF TRUST FUND: GEF Trust Fund

PART I: PROJECT INFORMATION

Project Title: A Global Initiative on Landscapes for People, Food and Nature			
Country(ies):	Global	GEF Project ID: ²	
GEF Agency(ies):	UNEP (select) (select)	GEF Agency Project ID:	00745
Other Executing Partner(s):	EcoAgriculture Partners	Submission Date:	3 January 2012
GEF Focal Area (s):	Land Degradation	Project Duration(Months)	24 Months
Name of Parent Program (if applicable): For SFM/REDD+ <input type="checkbox"/>		Agency Fee ³ (\$):	100,000

A. FOCAL AREA STRATEGY FRAMEWORK⁴

Focal Area Objectives	Expected FA Outcomes	Expected FA Outputs	Trust Fund	Grant Amount (\$)	Cofinancing (\$)
(select) LD1	1.1 An enhanced enabling environment within the agricultural sector and between sectors in support of SLM	1.1.1 Country-level policy frameworks that integrate L-SLM principles	GEF TF	120,000	350,000
	1.2: Improved agricultural management	1.2.1. Sustainable management of crops, livestock, silvo-pastoral and mosaic land use systems in at least 12-18 landscapes in 5-7 countries		130,000	420,068
	1.3 Sustained flow of services in agro-ecosystems	1.3.1. Suitable SL/WW interventions to increase vegetation cover in agro-ecosystems		150,400	550,000
LD3	3.1. Enhanced cross-sector enabling environment for integrated landscape management	3.1.1. Integrated land management plans developed and implemented	GEF TF	100,000	300,000
	3.2. Integrated landscape management practices adopted by local	3.2.1. INRM tools and methodologies developed and tested		200,000	325,000

¹ It is important to consult the GEF Preparation Guidelines when completing this template

² Project ID number will be assigned by GEFSEC.

³ Agency fee calculated as 6% of the total grant amount

⁴ Refer to the Focal Area/LDCF/SCCF Results Framework when filling up the table in item A.

	communities	3.2.2. Information on INRM (wider landscape) technologies and good practices disseminated			
LD4	4.2 Improved GEF portfolio monitoring using new and adapted tools and methodologies	4.2.1 GEF-financed projects contribute to SLM/SFM/ INRM knowledge base	GEF TF	200,000	407,500
Subtotal				900,400	2,352,568
Project Management ⁵				99,600	269,300
Total project costs				1,000,000	2,621,868

B. PROJECT FRAMEWORK

<p>Project Objective: to promote and support the broader adoption and more effective use of landscape-level sustainable land management (L-SLM; see Figure 1) as an integrated approach to managing agricultural landscapes that addresses the full set of needs from the rural land base—including sustainable, climate-resilient production of food and fiber (from agriculture, forestry, and fisheries), watershed management, biodiversity conservation, bio-energy, terrestrial climate mitigation, and rural livelihoods.</p>					
Project Component	Grant Type	Expected Outcomes	Expected Outputs	Financing from relevant TF (GEF/LDCF/SCCF) (\$)	Cofinancing (\$)
1. National- and Landscape-Level Action and Advocacy	TA	<p>L-SLM is adopted widely in rural landscapes to increase synergies among agriculture, ecosystem conservation, rural livelihoods, and climate change adaptation and mitigation</p> <p>Leadership training and support for inter-sectoral groups of landscape leaders (including grassroots leaders), sub-national and national policymakers in two countries build capacity and partnerships to advance strategies for scaling up L-SLM in each country</p>	<p>L-SLM approaches strengthened in at least 12 landscapes in at least 5 countries, in conjunction with efforts of Initiative Co-Organizers and partners (including in landscapes with GEF-supported projects)</p> <p>Policies and investment programmes for agricultural development, ecosystem conservation, climate change adaptation and mitigation, and rural development to support L-SLM scale-up are operationalized in at least 2 countries</p>	490,900	1,592,712

⁵ This is the cost associated with the unit executing the project on the ground and could be financed out of trust fund or co-financing sources.

2. L-SLM Global Knowledge Base and Global Resource Portfolio	TA	A L-SLM Global Knowledge Base and Global Resource Portfolio are widely used by landscape initiative leaders, national program leaders and international agency staff to build support, increase capacity, and facilitate cross-sectoral collaboration toward scaling-up L-SLM	<p>Four-day International Forum of L-SLM champions, experts, farmer and community leaders, private sector, and other key stakeholders to build partnerships and define strategy and work plan for L-SLM scale-up</p> <p>At least 20 knowledge products (articles, policy briefs, videos, etc.) are developed to synthesize evidence, opportunities, and key needs for upscaling L-SLM</p> <p>L-SLM Resource Portfolio provides capacity-building tools to support L-SLM scale-up</p>	362,500	695,356
3. Monitoring and Evaluation (M&E)	TA	Reviews and evaluations provide valuable feedback to international public and civil society program staff, and international agencies working on agriculture, ecosystem management and rural development, on opportunities and barriers to influence ongoing dialogue, policy processes, and tool development to advance L-SLM at landscape, national, and global scales	Annual reports, impact assessment, terminal evaluation	47,000	64,500
Subtotal				900,400	2,352,568
Project management Cost ⁶				99,600	269,300
Total project costs				1,000,000	2,621,868

⁶ Same as footnote #3.

C. SOURCES OF CONFIRMED CO-FINANCING FOR THE PROJECT BY SOURCE AND BY NAME (\$)

Sources of Cofinancing	Name of Co-financier (source)	Type of Cofinancing	Cofinancing amount (\$)
CSO	Bioversity International	Grant	25,000
CSO	Bioversity International	In-kind	64,759
CSO	Centro Agronómico Tropical de Investigación y Enseñanza (CATIE)	In-kind	41,535
CSO	Conservation International	Grant	25,000
CSO	Conservation International	In-kind	86,811
CSO	EcoAgriculture Partners Board	In-kind	122,400
CSO	EcoAgriculture Board	Grant	402,000
Other Multilateral Agency	FAO	Grant	25,000
Other Multilateral Agency	FAO	In-kind	24,000
CSO	International Center for Research in Organic Food Systems, ICROFS	In-kind	69,514
CSO	Millennium Institute	In-kind	69,308
Other multilateral Agency	PROFOR	Grant	30,000
Other multilateral Agency	PROFOR	In-kind	30,000
CSO	Rainforest Alliance	In-kind	60,055
Other multilateral Agency	UNEP	Grant	90,000
Other multilateral Agency	UNEP	In-kind	489,683
Foundation	United Nations Foundation	In-kind	101,691
CSO	United Nations University / International Partnership for Satoyama Initiative	Grant	25,000
CSO	United Nations University / International Partnership for Satoyama Initiative	In-kind	254,440
CSO	ICRAF	Grant	25,000
CSO	ICRAF	In-kind	366,478
CSO	Worldwatch Institute	In-kind	34,194
Other multilateral Agency	World Food Programme	Grant	160,000
Total Co-financing (Cash \$ 807,000 + In-kind \$1,814,868)			2,621,868

D. GEF/LDCF/SCCF RESOURCES REQUESTED BY AGENCY, FOCAL AREA AND COUNTRY¹

GEF Agency	Type of Trust Fund	Focal Area	Country Name/ Global	(in \$)		
				Grant Amount (a)	Agency Fee (b) ²	Total c=a+b
UNEP	GEF TF	Land Degradation	Global	1,000,000	100,000	1,100,000
Total Grant Resources				1,000,000	100,000	1,100,000

E. PERSONNEL WORKING FOR TECHNICAL ASSISTANCE COMPONENTS:

<i>Component</i>	<i>Estimated person weeks</i>	<i>GEF amount (\$)</i>	<i>Co-financing (\$)</i>	<i>Project total (\$)</i>
<i>Personnel (local)*</i>	48	80,400	355,000	435,400
<i>Personnel (international)*</i>	147.8	314,040	1,331,400	1,645,440
Total		394,440	1,686,400	2,080,840

* Details are provided in Annex C.

F. PROJECT MANAGEMENT COST

Cost Items	Total Estimated person weeks	Grant Amount (\$)	Co-financing (\$)	Project total (\$)
Project and administrative staff*	48.4	91,100	232,400	323,500
Office facilities, equipment, vehicles and communications*			17,400	17,400
Others**	Travel	6,000	12,000	18,000
	Supplies	2,500	7,500	10,000
Total		99,600	269,300	368,900

* Details to be provided in Annex C. ** For others, to be clearly specified by overwriting fields *(1) and *(2).

G. DOES THE PROJECT INCLUDE A “NON-GRANT” INSTRUMENT? No

(If non-grant instruments are used, provide in Annex E an indicative calendar of expected reflows to your Agency and to the GEF/LDCF/SCCF Trust Fund).

H. DESCRIBE THE BUDGETED M&E PLAN:

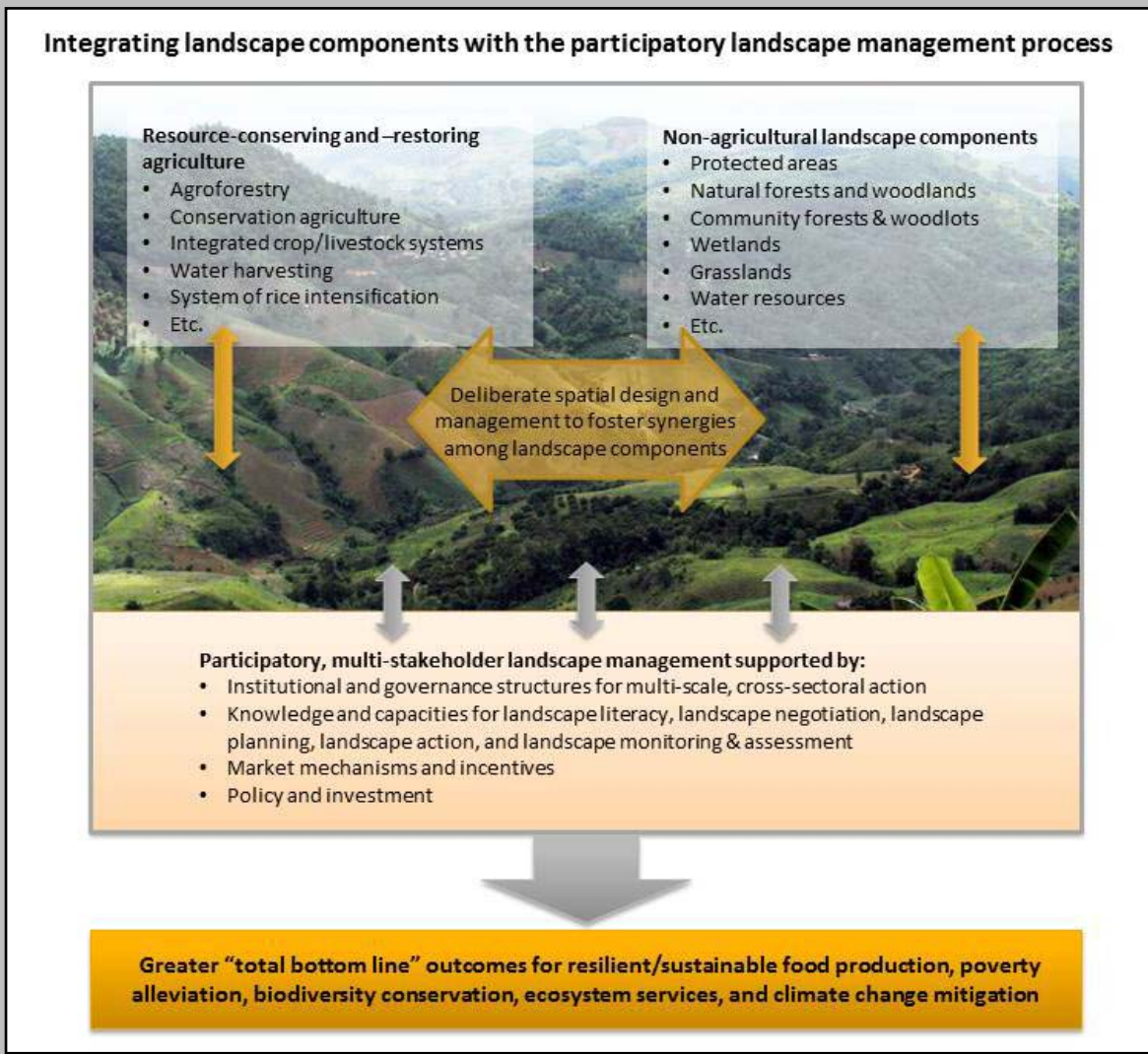
The project will follow United Nations Environment Programme (UNEP) and Global Environment Facility (GEF) minimum requirements for project monitoring, reporting and evaluation processes and procedures. Substantive and financial project reporting requirements are an integral part of the UNEP legal instrument that will be signed by the executing agency and UNEP. The Monitoring and Evaluation (M&E) process will include an end of project assessment undertaken by independent review teams. The final reports will be submitted to the GEF M&E Unit as well as other stakeholders and or donors involved in the implementation of this project. A report on the status of implementation of the project will be submitted to the regular meetings of the Project Steering Committee (PSC). The project will be evaluated on the basis of: execution performance, output delivery, and project impact. Evaluation of the project’s success in achieving its outcomes will be monitored continuously throughout the project through the bi-annual progress reports, annual summary progress reports and the final evaluation. Details of M&E activities are provided in the Table below.

Type of M&E activity	Responsible Parties	Time-frame	Indicative cost to GEF US\$	Indicative cost supported by co-financing
Inception workshop	Project Coordinator	Within 2 months of project approval	2,000*	22,500
Project inception report	Project Manager, Eco-	Within first 3	0	2,000

	Agriculture Partners and UNEP Task Manager	months		
Project Implementation Review, PIR	Project Coordinator with input from project partners	Yearly	0	3,000
Project Progress / Operational Reports to UNEP	Project Coordinator and EcoAgriculture Partners	Half-yearly (as at 30 June & 31 December)	0	3,000
Half-yearly progress reports to GEF	Project Coordinator with input from partners to UNEP Task Manager	Half-yearly (as at 30 June & 31 December)	0	3,000
Meetings of Project Steering Committee (PSC)	Project Coordinator, Collaborating Partners UNEP Task Manager	At start and end of project.	2,000*	25,000
Reports of PSC meetings	Project Coordinator with inputs from partners	Annually	500	1,500
Independent final Evaluation	UNEP/DGEF Task Manager	3 months prior to the “terminal” review meeting	40,000	3,000
Project terminal report	Project Coordinator, Eco-Agriculture Partners, final clearance and processing by UNEP Task Manager	Within 60 days of project completion	2,500	1,500
Total indicative cost (less starred items, which are budgeted as parts of Components 1 and 2)			47,000	64,500

Figure 1
Defining Landscape-Level Sustainable Land Management (L-SLM)

Landscape-level sustainable land management (L-SLM) is an integrated approach to managing rural landscapes to simultaneously meet rising food and fiber demands, sustain ecosystem services, maintain biodiversity, and support sustainable livelihoods. Building from principles of farm- and site-level SLM, L-SLM uses the ecosystem approach—as implemented through evidence-based, multi-stakeholder management, governance, and decision-making processes—to deliberately foster synergies among landscape elements (e.g., farms, forests, pastoral lands), investments, programs, and policies. L-SLM is an umbrella term for a variety of integrated landscape approaches that have been developed in different parts of the world and different communities of practice, including Satoyama, ecoagriculture, territorial development, Model Forests, and many others. L-SLM is broader than—but frequently incorporates—spatially or thematically narrower approaches such as agroecology, agroforestry, holistic range management, integrated watershed management, CBNRM, and community forestry. L-SLM may be especially critical in regions where natural resource conflicts, environmental change, or spatial juxtaposition of land uses necessitates the use of broader spatial and thematic management frameworks to reverse land degradation and ensure resource conservation and sustainable use.



PART II: PROJECT JUSTIFICATION

A. DESCRIPTION OF THE CONSISTENCY OF THE PROJECT WITH:

A.1.1. THE GEF FOCAL AREA/LDCF/SCCF STRATEGIES:

The GEF-5 Land Degradation (LD) Focal Area (FA) strategy emphasizes the integrated management of natural resources to maintain and improve the productive capacity of rural lands, support resource-based livelihoods, and provide multiple global environmental benefits, including for biodiversity, climate change adaptation and mitigation, and the protection and sustainable use of international waters. In particular, the FA strategy embraces the “landscape approach,” in which multiple landscape components (e.g., cropping systems, livestock systems, woodlands, and forests) are managed in complementary ways—and in the context of competing land uses—to increase synergies and reduce tradeoffs among land uses and landscape objectives. Thus integrated management at landscape scale is a key strategy for meeting the FA’s four objectives of:

- (i) maintaining or improving flow of agroecosystem services to sustaining the livelihoods of local communities;
- (ii) generating sustainable flows of forest ecosystem services in arid, semi-arid and sub-humid zones, including sustaining livelihoods of forest-dependent people;
- (iii) reducing pressures on natural resources from competing land uses in the wider landscape; and
- (iv) increasing capacity to apply adaptive management tools in sustainable land management

The proposed project will support the GEF, its grantees, and other key public, private, civil society, and grassroots actors to expand and improve use of the landscape approach (i.e., landscape-level sustainable land management [L-SLM]) to address land degradation and its associated challenges. While the landscape approach (and ecosystem management frameworks in general) have been applied for many years in the context of forest management and protected area management in sparsely populated areas, there is much less experience applying this approach to address challenges of land degradation, poverty, and food security in inhabited regions where agriculture is a major land use and economic activity.⁷ The project will support and advance the use of the landscape approach in these critical contexts by addressing current limitations in knowledge, capacity, and policy and institutional support, and demonstrating and documenting application in a set of diverse landscapes and country policy contexts. This project focus is strongly consistent with stated priorities for the focal area set-aside (FAS) for the LD FA. In particular, the project will advance FAS priorities (i) and (iii) by:

- **FAS priority (i): support global scale actions that contribute to overall strategic goals of the GEF.** The project will engage key leaders, experts, and stakeholders in L-SLM to build an international, multi-sectoral coalition and implement outreach and advocacy activities that support L-SLM through high-level policy, investment, and program decisions.
- **FAS priority (iii): support the objective of increasing capacity to apply adaptive management tools in SLM.** Drawing on recent experience applying L-SLM and the landscape approach to address land degradation in agricultural regions, the project will develop a knowledge and resource base and use these tools to implement a capacity building efforts that train community leaders, program managers, and policy-makers to implement L-SLM in an adaptive, collaborative manner. GEF resources supporting these activities will be highly leveraged by activities and contributions of the project team.

⁷ See, for instance: Milder, J.C., L.E. Buck, F.A. DeClerck, and S.J. Scherr. 2011. Landscape approaches to achieving food production, conservation, and the Millennium Development Goals. In F.A. DeClerck, J.C. Ingram, and C. Rumbaitis del Rio, editors. *Integrating Ecology and Poverty Reduction*. Springer, New York.

The project will also advance national-level adoption of L-SLM (related to FAS priority (iv)) through capacity building, development and communication of new evidence and knowledge resources, and direct engagement with national and sub-national leaders.

A.1.2. FOR PROJECTS FUNDED FROM LDCF/SCCF: THE LDCF/SCCF ELIGIBILITY CRITERIA AND PRIORITIES:

A.2. NATIONAL STRATEGIES AND PLANS OR REPORTS AND ASSESSMENTS UNDER RELEVANT CONVENTIONS, IF APPLICABLE, I.E. NAPAS, NAPS, NBSAPS, NATIONAL COMMUNICATIONS, TNAS, NIPS, PRSPs, NPFE, ETC.:

As a global initiative, the proposed project is aligned with a wide range of progressive national, regional, and global policy approaches to sustainable land management, integrated rural development, climate change adaptation and mitigation, ecosystem conservation, and resource use efficiency. This alignment is provided through the project's emphasis on supporting and advancing best practices for L-SLM, as implemented through democratic multi-stakeholder processes that engage the public sector, private sector, civil society, and local people, including indigenous communities. To start with this project will contribute to the implementation of the UNCCD 10 Year-Strategy as it directly addresses SO1: improving the living conditions of affected populations; SO 2: improving the conditions of the affected ecosystems; SO3: generating global benefits through effective implementation of UNCCD and SO4: mobilizing resources to support implementation of the Convention through building effective partnership between national and international actors. More specifically, it addresses Operational Objective (OO) 1: Advocacy, awareness raising and education; OO2: Policy framework; OO3: science, technology and knowledge and OO4: Capacity building. In addition, it will enhance the implementation of the NAPs through various outputs such as the framework for integrated natural resources management. The knowledge products generated by this project could inform the updating of the NAPs and hence ensure a more focused and effective implementation of the UNCCD. At the country level, this project will support Rwanda with knowledge and training tools to help implement its recently-announced nationwide landscape restoration initiative, which will require strategic integration of trees, crops, and livestock in densely populated rural landscapes. It will support El Salvador in addressing similar challenges in a country with little standing forest but considerable potential for securing sustainable livelihoods and ecosystem services from well-managed integrated rural landscapes. And it will support Mali and Niger in developing new policy approaches that integrate sectoral strategies and landscape investments to achieve greater "multiple bottom line" outputs of food, economic development, and ecosystem services, and support national programs of landscape-SLM. In countries like Kenya and Sri Lanka, the initiative will help scale up nationally-important landscape initiatives addressing land degradation and watershed management. Countries that have provided formal support and endorsement for this project include Kenya, Mali and Sri Lanka. . These countries' endorsement letters (Appendix 8) provide examples of some of the specific national strategies and policies that this project will advance in each country. Many additional countries will benefit from the co-financed activities of project team members in more than 40 landscapes (see Appendix 9).

The project will also advance national priorities by advancing effective L-SLM strategies within key regional and global organizations and policy processes to which nations are parties. The Initiative will collaborate closely with Nepad in policy assessment and capacity-building to integrate SLM and agricultural productivity within the Comprehensive African Agriculture Development Program (CAADP), and in TerrAfrica. The project will also collaborate with the Forum for Agricultural Research in Africa (FARA), and the Alliance for Green Revolution in Africa (AGRA).

B. PROJECT OVERVIEW

B.1. DESCRIBE THE BASELINE PROJECT AND THE PROBLEM THAT IT SEEKS TO ADDRESS:

In the past several years, global challenges related to food security, persistent poverty, climate change, and ecosystem degradation have risen to the top of international political and economic agendas. Recent food crises have incited political unrest and spurred large-scale agricultural investment in the tropics, often displacing marginalized peoples and critical ecosystems. Global poverty alleviation targets remain unmet, as conventional development models struggle to address stubborn problems of land degradation, disease, limited technical capacity, and poor market linkages. While food and fiber production continue to compromise biodiversity and ecosystem services at alarming rates, new predictions of climate change impacts on agriculture suggest that food yields could begin to decline at the very moment that burgeoning population and food demand necessitate that they continue to rise.

To address these multiple challenges, society in the 21st century will place an increasingly large set of demands on the world's rural land base. In addition to providing greatly expanded food production, such lands will be expected to conserve biodiversity and ecosystem services, reduce greenhouse gas emissions, produce energy, and support economic development and resilient rural livelihoods. In the face of these multiple mandates, single-objective approaches to land management that optimize for one outcome (e.g., crop yields or terrestrial carbon stocks) are proving increasingly inadequate in many regions.

To move beyond zero-sum strategies that solve one problem but exacerbate another, it is critical to manage land and water resources together with financial and human capital in ways that increase synergies among multiple local, regional, and global societal objectives and mandates. In the agriculture sector, for instance, there has been rapidly growing interest in, support for, and adoption of resource-conserving agricultural practices such as conservation agriculture, agroforestry, water harvesting, and holistic range management to improve livelihoods, increase the sustainability of food production, and prevent or reverse land degradation. However, in many settings, sustainability requires not only a shift in farming practices, but a broader focus that manages rural land-use mosaics at a landscape scale to foster synergies among agricultural production, livelihoods, and ecosystem services. This paradigm of “landscape-level sustainable land management” (L-SLM; defined above in more detail) builds from earlier approaches such as Integrated Natural Resource Management (INRM), and encompasses a range of emerging landscape-level solutions known under various terms including ecoagriculture, forest landscape restoration, territorial development, Model Forests, Satoyama, foodsheds, and the ecosystem approach to managing agricultural systems.

The past decade has witnessed the introduction of L-SLM as a paradigm for managing agricultural landscapes and agriculture-forest, agriculture-woodland, and agriculture-grassland mosaics to stabilize or increase agricultural production while protecting or restoring natural ecosystems. Elements of this approach have been applied in a variety of contexts, including donor-driven projects (involving the GEF, World Bank, and others), programs of national and international NGOs, and grassroots-led activities. For instance, numerous environmental NGOs have begun to work more systematically with farmers, livestock keepers, and agribusiness. Conversely, groups focused on agriculture and rural poverty alleviation, such as IFAD, CARE, World Food Programme, and World Vision, have started to incorporate ecosystem sustainability and climate change adaptation more systematically into their programming. A subset of these various initiatives has applied the L-SLM approach in relatively complete form, including multi-stakeholder decision-making and management processes to negotiate and foster synergies among the key landscape objectives.

There are promising indications that the L-SLM approach can increase the “total bottom line” outcomes of rural landscapes while improving the sustainability of rural livelihood gains and the resilience of rural communities⁸. Yet, despite this promise, the scale of L-SLM remains small relative to other rural land-use approaches; experiences are widely scattered and poorly synthesized; evidence on performance in different contexts is

⁸ See, for instance: Scherr, S.J. and J. McNeely, editors. 2007. *Farming with Nature*. Island Press, Washington, DC. Also see SLM studies and reviews by WOCAT (World Overview of Conservation Approaches and Technologies), www.wocat.net.

fragmentary and often anecdotal; capacities of international organizations and local leaders alike to adopt L-SLM remain inadequate; and the policy and structural environment remains generally unresponsive. Policy and investment decisions taken over the next several years will define society's chosen trajectories to address rising food demand, climate change, and ecosystem degradation. Without a deliberate effort to understand, support, and advance L-SLM approaches as an operational strategy for rural lands, single-objective sectoral approaches are likely to dominate, frequently leading to severe tradeoffs among multiple objectives and a consequent failure to meet global convention targets for poverty alleviation, reversal of land degradation, halting of species loss, and terrestrial climate change mitigation.

In this context, the proposed project seeks to address three specific challenges that inhibit the scaling-up of L-SLM in the locations where it could potentially be of significant benefit to society:

- 1) Knowledge, experience, and lessons learned from effective L-SLM have not been well synthesized or disseminated, making it difficult to incorporate such knowledge into future projects, programs, and policies;
- 2) Where there is interest and need to apply L-SLM to ensure ecological and social wellbeing, the capacity to do so is often lacking; and
- 3) The enabling environment of policies, incentives, and investment priorities tends to favor sectoral approaches that trade off various landscape outcomes rather than promoting synergies through L-SLM.

The baseline project consists of the following:

L-SLM knowledge base: Key regional and international assessments of the status, prognosis, and options for addressing linked agriculture-environment-livelihood challenges (including the International Assessment of Agricultural Science and Technology for Development, Foresight's Global Food and Farming Futures project, and UNEP's Environmental Food Crisis report). There is rich knowledge on field- and farm-level SLM, as illustrated in recent publications of TerraAfrica and the GEF, though much less on landscape-scale SLM. Nonetheless, numerous agricultural landscape initiatives are underway throughout the developing world. For instance, the Initiative Co-Organizers alone are working in over 60 landscapes in 40 countries (see Appendix 9). There has been some documentation of L-SLM processes and outcomes in some of these landscapes—for example, through IUCN's Landscapes and Livelihoods Program, the Equator Initiative, the International Partnership for Satoyama Initiative, the GIAHS initiative, and a number of river basin initiatives. Important lessons can be learned and tools applied from GEF-related initiatives such as IW-Learn (International Waters), TerraAfrica Knowledge Management activities for Sustainable Land Management, and Land Degradation Assessment in Drylands (LADA). However, there is little comparative, inter-sectoral analysis to draw robust lessons that could be applied to scale-up the effective application of L-SLM more broadly.

L-SLM resources: Resources on various aspects and components of L-SLM (e.g., multi-stakeholder planning and decision-support, guidance on synergies and tradeoffs among landscape components, landscape governance, etc.) exist, but are scattered within different communities of practice and are rarely presented as a coherent package for implementing L-SLM.

Related international meetings and conferences: L-SLM has been specifically addressed at a few multi-sectoral international meetings, including the Ecoagriculture Knowledge Exchange and Practitioners' Fair in 2004, and meetings of the Model Forest Network, Satoyama Initiative, and others. A larger set of related meetings and conferences has brought together two or three sectors to influence research, development programs or policies; however, most of these events focused on a specific perspective on integrated landscape management, and few actively fostered interface among policy, civil society, and smallholder/community leader sectors.

L-SLM capacity building: There are numerous capacity-building resources and programs around the world on field- and farm-level SLM practices, and sector-specific capacity-building resources and programs on specific components of landscape-scale management, such as soil conservation, rangeland restoration, etc. However, there are few capacity-building programs or resources enabling landscape-scale action coordinated among different sectoral actors, or on scaling up SLM activities strategically to address landscape-scale challenges. TerrAfrica’s new GEF-supported Knowledge Management project defines landscape SLM as a key area of work over the next few years, but curriculum materials are being developed.

Support for L-SLM enabling environment: Important strides have been made in the past 20 years in defining the elements needed to create a supportive enabling environment for adoption of SLM practices at the farm scale. While not widespread, supportive policies, investment frameworks, and programs have been put in place in a number of countries. Improved financing mechanisms for SLM have also been identified and promoted by the Global Mechanism of the CCD, and major national programs are being developed for SLM, including some for L-SLM, such as in Nigeria and Rwanda. But with some exceptions (e.g., conservation tillage and agroforestry in some developing countries) enabling investments and programs have been inadequately funded and weakly integrated into dominant agricultural development policies and programs. Landscape-scale SLM lags even further behind. While multi-stakeholder landscape planning is found in many places, and is supported by political decentralization, watershed programs, community forestry management and other efforts, national policies, regulations, sectorial public agency practices and other factors often interfere with landscape planning and action across sectors. Major financial flows into landscapes also tend to be highly sectorial, focusing on single objectives rather than on harmonizing and increasing synergies among food, agriculture, rural development, and ecosystem conservation. Farmers and communities tend to have a very weak voice in the design of programs and are often excluded from the process of negotiating landscape plans. While the contributions of SLM to climate change mitigation and adaptation are now being recognized, there are few mechanisms to promote that linkage at larger scales.

Future solutions to climate change, environmental degradation, and rising food demand are likely to demand integrated landscape approaches even more than in the past. However, the specific situations where—and mechanisms by which—such approaches are most effective needs to be better defined, based on recent experience and empirically-based assessments of potential benefits. Knowledge on L-SLM must be more widely shared with the full range of relevant stakeholders in terms that are credible, compelling, and readily actionable. And L-SLM champions and leaders at the landscape and national levels must be trained and supported to adopt and scale-up the effective practice of L-SLM in the contexts where it can yield the greatest benefit. This project will address these needs at a global level, thereby pointing the way to a viable pathway for the sustainable development of rural landscapes in places where food production, ecosystem health, and human wellbeing must be advanced simultaneously.

B.2. INCREMENTAL/ADDITIONAL COST REASONING: DESCRIBE THE INCREMENTAL (GEF TRUST FUND) OR ADDITIONAL (LDCF/SCCF) ACTIVITIES REQUESTED FOR GEF/LDCF/SCCF FINANCING AND THE ASSOCIATED GLOBAL ENVIRONMENTAL BENEFITS (GEF TRUST FUND) OR ASSOCIATED ADAPTATION BENEFITS (LDCF/SCCF) TO BE DELIVERED BY THE PROJECT:

The project will address the challenges stated above by implementing an international, multi-stakeholder **Global Initiative on Landscapes for People, Food and Nature** to promote and support the broader adoption and more effective use of L-SLM as an integrated approach to managing agricultural landscapes to address the full set of needs from the rural land base. These needs include sustainable, climate-resilient production of food and fiber (from agriculture, forestry, and fisheries), rural energy, biodiversity conservation, maintenance of ecosystem services, terrestrial climate mitigation, and support for rural livelihoods. While the Initiative does not suggest that L-SLM should be the sole strategy for rural landscapes, it does contend that L-SLM is an important complement to other strategies—such as technology-led efforts to maximize agricultural outputs per unit area—to re-invent agriculture, food systems, and rural land use to meet 21st century challenges.

The project's theory of change is that "leaders at the landscape, national and international levels will be supported by new resources, motivated by new evidence, and empowered by new partnerships and coalitions to develop and advocate for effective landscape programs, policies and investments in their home landscapes, countries or institutions". The project will advance L-SLM by supporting leaders at the landscape, national, and international levels (managers of landscape initiatives, grassroots leaders engaging in such initiatives, CSO and government agency staff supporting landscape investments, and local and national policymakers) to develop or improve L-SLM projects, programs, policies, and investment portfolios in their home landscapes, countries, or institutions. The project will support leaders from different sectors to work effectively together to achieve diverse goals in specific landscapes, reinforcing the efforts of the GEF to consolidate messages and action across Focal Areas. To achieve this, the project will address the three constraints to scaling-up identified in the previous section. It will leverage GEF funding not only to increase the effectiveness of L-SLM activities in other GEF projects, but to help mainstream the L-SLM approach within several key UN organizations, NGOs, and at the grassroots level. **Figure 2** presents a conceptual diagram of the project's theory of change, linking project activities to key outcomes to overcome constraints to scaling-up and facilitate the generation of Global Environmental Benefits.

Many GEF-supported projects around the world will benefit from the knowledge, resources, policies and partnerships produced and mobilized by this project, leading to enhanced effectiveness and scale of impact. These include, for example:

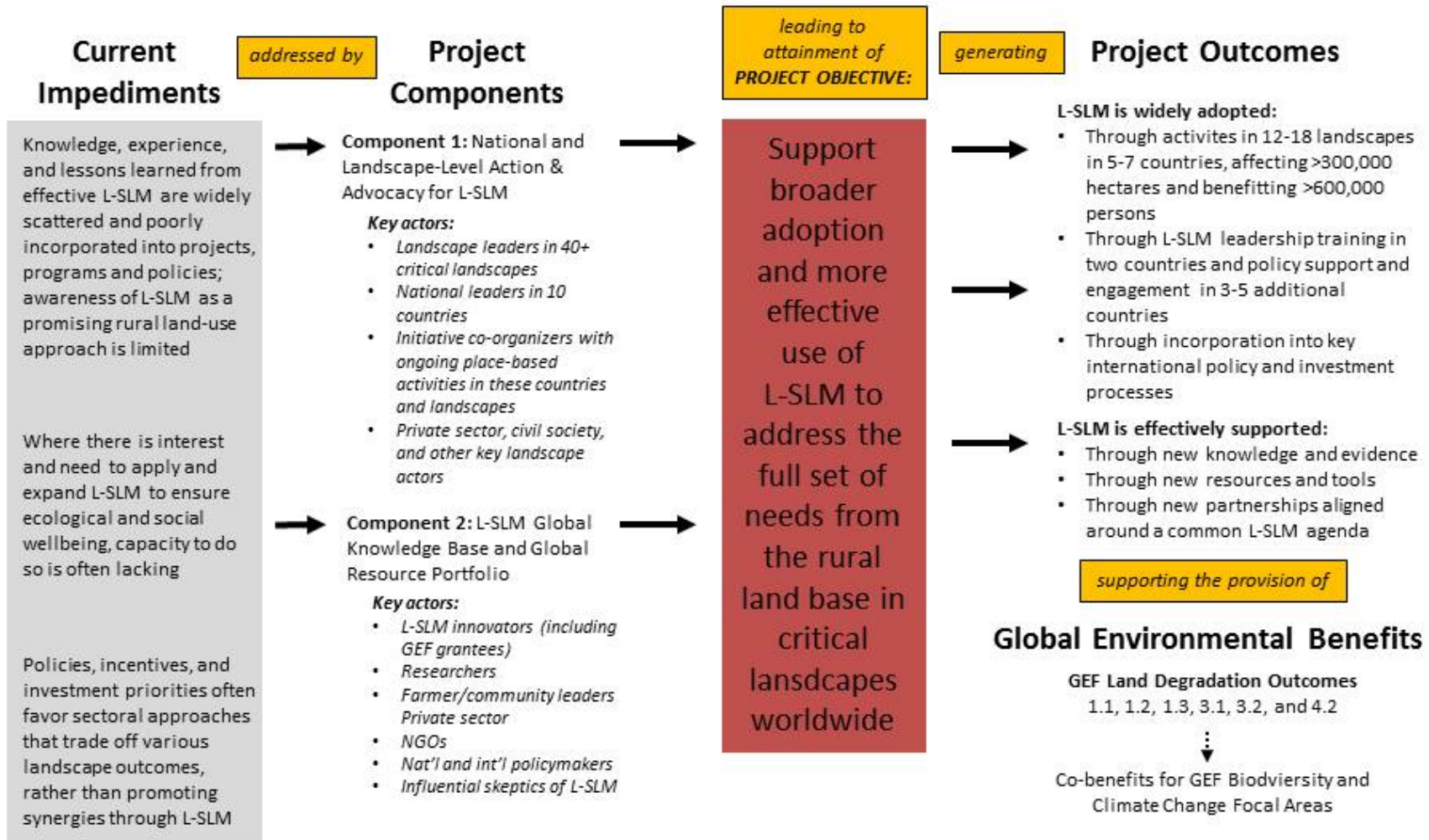
- The TerrAfrica Sustainable Land Management portfolio of projects (\$150 million in 25 countries, of which 6-7 are already focused on scaling landscape approaches)
- The recently-approved GEF-World Bank Sahel program ("Great Green Wall"; \$105 million)
- The UNEP-GEF-UNDP Sustainable Forest Management in Transboundary Gran Chaco Americana project (Argentina, Bolivia, Paraguay; US\$ 3.25 million)
- The UNEP-GEF Fouta Djallon Highlands Integrated Natural Resources Management Project (US\$ 11 million)
- The GEF-China Country Program cohort of SLM projects
- Agricultural Biodiversity Conservation and Man and Biosphere Reserves in Cuba: Bridging Managed and Natural Landscapes
- Mainstreaming Agrobiodiversity Conservation and Use in Sri Lankan Agro-ecosystems for Livelihoods and Adaptation to Climate Change

Figure 2

Project Framework

Supporting and scaling-up landscape-level SLM (L-SLM) to reverse land degradation and provide other Global Environmental Benefits

Theory of Change: leaders at the landscape, national, and international levels (including public sector, private sector, civil society, and community & grassroots leaders) are supported by new resources, motivated by new evidence, and empowered by new partnerships and coalitions to develop and advocate for effective L-SLM programs, policies, and investments in their home landscapes, countries, or institutions.



The Initiative spans a three-year period (November 2011-December 2014). Planning for the Initiative began in late 2010, supported by co-financing by the Initiative’s co-organizers. This process has convened and initiated collaboration among an international, multi-sectoral project team, and conducted substantive project planning to develop the project framework and activities described below. GEF funding is now requested to support major project activities from January 2012 to December 2013.

The thematic focus of the Initiative is defined by a set of eight Key Questions, the answers to which are critical for management, policy, and investment for rural landscapes and the people that depend upon these landscapes. These Key Questions were developed through a consultative process with the project team (co-organizers and IAC; see Appendix 3), which built from existing published assessments and research agendas for agriculture, environment, and sustainable development⁹, while identifying key gaps specifically related to the scope, impacts, best practices, future potential, and opportunities and constraints for L-SLM.

1. **Key Question 1:** What is the current extent and future potential of L-SLM to meet global needs for food and fuel, achieve food security and good nutrition, conserve biodiversity, and ensure the provision of critical ecosystem services?
2. **Key Question 2:** What is the role of L-SLM in supporting climate change adaptation and mitigation, and in re-orienting agriculture to be a keystone of 21st century “green economy” development pathways that are low in carbon emissions and resilient to climate change?
3. **Key Question 3:** How can rural landscapes—and their component farm production systems and ecosystem management practices—be designed and managed to achieve greater synergies and greater benefits for food production, conservation, and human wellbeing?
4. **Key Question 4:** What are the most effective institutional structures, tools, and capacity-building approaches for supporting multi-stakeholder negotiation, planning, and action for L-SLM in different socioeconomic, agro-ecological, and political contexts?
5. **Key Question 5:** How can market mechanisms (e.g., green supply chains and business practices, eco-certification, payment for ecosystem services, risk management systems) be designed and implemented to support L-SLM at larger scales and with greater benefits for farmers, private business, and the environment?
6. **Key Question 6:** What are the most promising public policies and governance structures for supporting L-SLM, such as through improved cross-sectoral policy alignment and integration, regulatory regimes, taxes and subsidies, and land and resource rights?
7. **Key Question 7:** What are the priority investments needed by the public sector, private sector, and civil society to support and expand the effective practice of L-SLM—including investments in farm production systems, institutions, human capital, infrastructure, and ecosystem health?
8. **Key Question 8:** What are the priority areas for research and innovation to sustain and increase the yields, profitability, and livelihood benefits of agricultural systems while conserving and restoring biodiversity and ecosystem services in rural landscapes?

The Initiative has two substantive project components plus a third component for project management, monitoring and evaluation. Component 1 will support the scaling-up of effective L-SLM practices through action planning, policy support, and capacity building at the landscape and national levels. This up-scaling will be accomplished through the strategic application of GEF resources to leverage and support L-SLM activities in landscapes and countries where Initiative team members are actively working. Component 2 will support the

⁹ Key assessments and publications consulted as part of this process included the IAASTD (2008); Millennium Ecosystem Assessment (2005); UNEP Environmental Food Crisis report (2010); “The top 100 questions of importance to the future of global agriculture” (Pretty et al., 2010, *International Journal of Agricultural Sustainability*, 8:219-236); and “One Hundred Questions of Importance to the Conservation of Global Biological Diversity” (Sutherland et al., 2009, *Conservation Biology* 23:557-567).

successful implementation of Component 1 by sharing and synthesizing recent experience with L-SLM (based on the Key Questions); developing and communicating a useable knowledge base on the role and potential of L-SLM in meeting local, regional, and global objectives from the rural land base; formulating user-targeted communication and training tools to support L-SLM practitioners and innovators; and fostering new partnerships and coalitions to implement and advocate for the scaling-up of effective L-SLM. Component 3 will ensure efficient and effective project management, coordination of partners to link project activities to ultimate Global Environmental Benefits, and sound adaptive management of the project through feedback between M&E activities and decision-making processes.

The incremental activities and benefits of each component are described below, followed by additional discussion of the incremental cost reasoning.

Component 1: National- and Landscape-Level Action and Advocacy

The goal of Component 1 is to support the wider and more effective adoption of L-SLM in landscapes and regions where it can be most beneficial. Three activities under Component 1 will advance this goal: 1) strengthening of L-SLM implementation in at least 12 landscapes in at least 5 countries; 2) support for L-SLM mainstreaming through development, advocacy and uptake of supportive policy, investment, and research agendas; and 3) L-SLM leadership training to support inter-sectoral planning and collaboration in support of the preceding two activities.

Activity 1.1: Support for L-SLM implementation

During the start-up phase, the Landscapes for People, Food and Nature Initiative assembled an influential, inter-sectoral team consisting of the key UN agencies focused on agriculture and environment, leading civil society organizations involved in integrating agriculture and environment, and key stakeholders from the private sector and farmer and community leader networks. These organizations and their local partners are actively involved in integrated landscape activities; an indicative (but not exhaustive) list of these landscapes is provided in Appendix 9. This activity will catalyze and facilitate these partners to adopt, improve, and scale up the practice of L-SLM in at least 12 critical landscapes (in at least 5 countries) where ecosystem health, food production, and rural livelihoods must be advanced simultaneously. This will be achieved in three principal ways:

1. Funds provided by GEF and by project co-financers will support the participation of leaders from some of these landscapes in the International Forum. Through this participation, landscape leaders will deepen their knowledge of L-SLM concepts, connect to an international network of L-SLM practitioners and policy-makers, and engage in shaping L-SLM action and policy agendas. They will also identify potential follow-up activities in their own landscapes that could draw on the Global Knowledge Base, Global Resource Portfolio, and network resources.
2. Initiative Co-Organizers and international and national partners, including grassroots leaders, will utilize the Global Knowledge Base and Global Resource Portfolio to advance L-SLM in the landscapes in which they are active. For instance, communication tools and methods within the Global Resource Portfolio will be used in training, community outreach, and participatory planning and management exercises in each landscape. Landscape market assessment tools will be used to develop market strategies that make SLM practices profitable. Country-level partnerships developed through the initiative will share expertise and resources across multiple landscapes within the country.
3. Co-Organizers and Initiative partners (including funding agencies) working in the same countries will develop plans for collaborative action (e.g., joint training courses or development of technical assistance resources in landscape analysis) across landscapes.

Activity 1.1 will support the following Land Degradation FA outputs and outcomes:

- **FA Output 1.2:** Types of innovative SL/WM practices introduced at field level

- **FA Output 1.3:** Suitable SL/WM interventions to increase vegetative cover in agro-ecosystems
- **FA Output 2.2:** Types of innovative SFM practices introduced at field level
- **FA Output 2.3:** Suitable SFM interventions to increase/maintain natural forest cover in dryland production landscapes
- **FA Outcome 3.2:** Integrated landscape management practices adopted by local communities

Activity 1.2: Support for L-SLM policy, investment, and research agendas

Broad change can be achieved only by building a constituency among and within governments, intergovernmental agencies, NGOs, researchers, and local stakeholders to create a mandate for progress on the policy, political, and technical fronts. The Initiative will support the development of this constituency by bringing together key leaders (including experts, thought leaders, community leaders, business leaders, policy leaders, etc.) from diverse sectors and backgrounds, enlisting them in developing a compelling evidence base and communication and outreach tools for L-SLM, and supporting them to build networks and coalitions to mobilize a political force that can advance agendas at the national and international levels. The core of this coalition has already been formed during the project start-up phase. Supported in part by GEF funding, the project going forward will expand and strengthen the coalition through targeted outreach and engagement. It is neither necessary nor realistic for all Initiative participants to reach full consensus on the approach to L-SLM scaling-up. However, it is anticipated that most or all participants will be able to support a core shared agenda, while simultaneously pursuing parallel efforts that are appropriate to the diverse geographic and institutional contexts in which they work.

The Initiative will develop and implement a set of action agendas for policy, investment, research, and capacity building to scale up L-SLM. The Global Knowledge Base will provide a foundation of evidence for identifying key opportunities, challenges, and barriers on which these agendas should focus. Building from this foundation, participants at the International Forum will develop draft agendas for further vetting and refinement through the Initiative website and participation of Initiative partners in national and international policy processes. While the International Forum will, by necessity, include a select group of individuals and organizations, this group will include perspectives of all of the key groups of actors in L-SLM, including farmer and community stakeholders. Mechanisms for broader input will be included, through electronic consultations, and through other convenings held by Co-Organizers and other partners. In other words, the Initiative will identify and pursue both top-down and bottom-up strategies and engagement, recognizing that both are needed to scale up effective L-SLM.

Action agendas will be advanced through an advocacy strategy based on a set of specific proposals to policy-makers and donors that are practical, actionable, and documented to be cost-effective ways to increase the public good. These proposals will include both immediate and longer-term priorities (i.e., “quick wins,” “cutting edge,” and “future prospects,” as defined above).

Policy. The Initiative will develop a coherent strategy for policy input that focuses on a small number of high-priority policy changes that, if adopted, would significantly improve the enabling environment for L-SLM. This strategy will involve targeting 2-3 countries where Initiative Co-Organizers are actively working and where there is significant interest in scaling up L-SLM. Based on the Global Knowledge Base and dialogues at the International Forum and elsewhere, policy analysis tools and policy agendas will be formulated, focused specifically on L-SLM. These will be advanced through an advocacy strategy that includes the presentation of key findings, messages, and priorities from the Initiative, together with the use of Initiative-developed policy analysis and outreach tools within the Global Resource Portfolio. Initiative Co-Organizers will advance similar messages and agendas through a set of high-priority international policy processes, including the UN Conference on Sustainable Development (Rio+20), the Global Conference on Agriculture, Food Security, and Climate Change (scheduled for May 2012 in Vietnam), UNFCCC, UNCCD, UNCBD and regional platforms such as NEPAD in Africa.

Policy engagement and advocacy for scaling-up L-SLM will be supported mainly through co-financing by project partners and other donors. These resources will leverage GEF funding by utilizing and implementing GEF-funded activities under project Component 2.

Investment. The Initiative will develop and advance strategies for resource mobilization to support L-SLM implementation in the field. Collaborating organizations with requisite expertise will engage with selected financing organizations, including international development banks, foundations and donor groups, to ensure that investment ‘windows’ are established or expanded within major funds for agricultural development, climate action and ecosystem management and rural development to fund multi-sector landscape investments. The Initiative will also work closely with selected international agribusiness and food industry umbrella organizations (e.g., Sustainable Food Lab, World Economic Forum, World Business Council for Sustainable Development) to articulate the business case for linking sustainable supply initiatives with landscape initiatives, and mobilize business champions for landscape investment. .

Research. Throughout the project, Co-Organizers and other Initiative partners will actively engage in international and regional research meetings, both to draw the latest scientific research into the Global Knowledge Base, and to raise awareness among scientists of research findings and opportunities related to L-SLM. This engagement will connect the project to key complementary efforts, such as the work of IPBES and the Commission on Agricultural and Climate Change. Articles will be prepared for selected scientific journals highlighting major findings from the Global Knowledge Base in relation to future research priorities.

Activity 1.2 will support the following Land Degradation FA outputs and outcomes:

- **FA Outcome 1.1:** An enhanced enabling environment within the agricultural sector
- **FA Outcome 1.4:** Increased investments in SLM
- **FA Outcome 3.1:** Enhanced cross-sector enabling environment for integrated landscape management
- **FA Outcome 3.3:** Increased investments in integrated landscape management

Activity 1.3: L-SLM leadership training

Scaling-up L-SLM requires strong leadership at both the landscape level (e.g., farmer, community, and indigenous leaders; local and district government officials and service providers; NGOs with strong local presence; and private sector market actors) and at the sub-national and national levels (e.g., policymakers and staff of line ministries). Ideally, leaders at these two levels should be linked through strong ongoing relationships so that policymakers better understand the needs and realities on the ground while landscape leaders can communicate specific needs for policy support and integration, while engaging government agencies as partners in sustainable landscape development. For such relationships to function well in supporting and mainstreaming L-SLM, partners at all levels must have a common foundation of technical knowledge and understanding, as well as leadership skills to define, negotiate, and implement a shared, multi-sector vision.

Building on the Global Knowledge Base, Global Resource Portfolio, and training resources and expertise of Initiative partners, the project will develop and pilot in two African countries (possibly Mali, Kenya and/or Rwanda) a week-long leadership development and strategic planning workshop specifically on L-SLM. In each country, the course will bring together approximately 25-30 people including approximately 4-6 leaders from each of 3 or 4 critical landscapes where there is strong need for and interest in L-SLM, plus approximately 10 national and sub-national policy makers. Following the course, participants will be supported to establish or expand a L-SLM community of practice or working group in their country to continue collaborating—and bring in new partners from additional landscapes—to advance L-SLM.

It is expected that the L-SLM leadership development and strategic planning workshop curriculum structure will be implemented in many additional countries through the efforts of Initiative team members and partners. The curriculum will also be available to support key L-SLM processes and platforms, such as TerrAfrica.

Activity 1.3 will support the following Land Degradation FA outputs and outcomes:

- **Outcome 4.1:** Increased capacities of countries to fulfill obligations in accordance with the provisions provided in the UNCCD.

Component 2: L-SLM Knowledge Foundation

The goal of Component 2 is to support the activities and outputs for Component 1 by providing a solid foundation of knowledge, resources for capacity building, and well-conceived, feasible strategies for scaling-up L-SLM supported by partnerships and coalitions to implement these strategies. Component 2 consists of three activities: 1) joint action planning and coalition-building for L-SLM experts, champions, and ‘bridge’ stakeholders. 2) development and dissemination of a Global Knowledge Base on L-SLM; 3) development and dissemination of a Global Resource Portfolio on L-SLM. The first two activities will be tightly integrated to link knowledge generation with knowledge communication and dissemination to the specific audiences and stakeholders that will be targeted by Activities 1.1, 1.2, and 1.3 to support the scaling-up of L-SLM at the field and policy levels.

Activity 2.1: Joint action planning for L-SLM

This activity will define—and develop a coalition and partnerships to mobilize—an international action agenda to support innovators in all relevant sectors to adopt L-SLM on a scale that would make a significant difference in achieving global goals for food security, poverty alleviation, climate change mitigation and adaptation, and conservation and restoration of biodiversity and ecosystem services. This activity was already initiated during the start-up phase in 2011 through the commitment of Initiative co-organizers and the formation of a multi-sectoral International Advisory Committee (see Section B5). Collectively, these partners are engaged in L-SLM activities (or activities with the potential for adopting L-SLM concepts and practices) in hundreds of landscapes in dozens of countries. In addition, many of the partners are active and influential in key national and international policy and investment decision-making processes that stand to influence significantly the enabling environment for L-SLM in the coming years.

A major component of this activity is a four-day International Forum planned for March 2012 in Nairobi, Kenya, to review and discuss the Global Knowledge Base; develop a coherent, evidence-based agenda for scaling up L-SLM in the places where it is likely to have the greatest public benefits; and develop strategies and partnerships to implement this agenda through on-the-ground activities and policy advocacy, supported by the Global Knowledge Base and Global Resource Portfolio. The Forum will bring together over 100 people who are strategically selected for their past leadership in implementing or promoting L-SLM and/or their current role in key institutions that will be instrumental to scaling up L-SLM at national and international levels in the coming years. The group will include key innovators, experts, and thought leaders in integrated landscape management, as well as key “bridge stakeholders” that are well-positioned to carry ideas and messages between the core cadre of L-SLM champions and the mainstream of the agriculture, environment, and climate change sectors. Participants will represent a diverse range of agro-ecosystems, regions, sectors, and approaches, with a strong focus on including farmers and representatives of smallholder and community-based organizations.

The Forum itself will be a hands-on workshop that combines elements of a technical meeting (for knowledge generation and sharing), a participatory workshop (for joint learning, dialogue, and action planning), an innovation forum (for sharing best practices and ideas), and an international dialogue (for policy engagement and decision-making). The structure of the meeting is designed to encourage knowledge-

sharing and problem solving that transcends the sectoral “silos” that have all too often inhibited progress in the past. These dialogues will be oriented toward developing strategies and action agendas to identify the highest priority policy, investment, research and innovation advancements that must be made to support the scaling-up of effective L-SLM approaches, and to define the roles of Forum participants and Initiative team members in advancing these agendas through field activities and policy engagement (see Activities 2.2 and 2.3). The agendas will define a scaling-up strategy that includes three categories of action priorities:

1. **Quick wins:** L-SLM innovations (including technologies, management strategies, institutional models, etc.) that have been proven in a variety of contexts and are ready to be scaled up now, but have not yet done so because of financial, technical, knowledge, or policy constraints.
2. **Cutting edge:** L-SLM innovations that could be ready to scale up within a few years, but require some additional refinement, research, or field testing to determine the conditions under which they are most relevant or effective.
3. **Future prospects:** L-SLM innovations that appear to have great potential, but will need significantly more research, development, or testing before they are ready to be scaled up.

These agendas, in turn, will shape Component 1 of this project (National- and Landscape-Level Action and Advocacy).

The International Forum will be coordinated with, and is expected to be held directly before or after, a major meeting of the International Partnership for the Satoyama Initiative (IPSI). This partnership also seeks to advance L-SLM approaches, and is highly complementary to the Initiative.

To expand impacts of the International Forum well beyond the participants physically present, the project will develop a variety of tools to facilitate participation in the development of the Global Knowledge Base, Global Resource Portfolio, and agenda-setting activities. An interactive website will facilitate an active blog; visitors will be invited to submit case material and resources for some of the knowledge products; and parts of the Forum will be video-recorded and uploaded to the website to enable rapid dissemination.

Activity 2.1 will support the following Land Degradation FA outputs and outcomes:

- **Outcome 4.1:** Increased capacities of countries to fulfill obligations in accordance with the provisions provided in the UNCCD.

Activity 2.2: L-SLM Global Knowledge Base

This activity will involve a broadly participatory effort to synthesize experiences, lessons learned, and key opportunities and challenges for L-SLM, based on the experiences of L-SLM leaders and innovators in different communities of practice over the past 10-15 years. The Initiative team will coordinate the development of this Global Knowledge Base through the activities of four Working Groups, which include representation from multiple sectors (agriculture, environment, poverty/rural development, climate change) and roles (researchers, civil society leaders, policy-makers, private sector, and farmer or community network representative) from both developing and developed countries. (See Section B5 for more information on the Working Groups.)

The Global Knowledge Base will include a series of at least 20 specific “knowledge products” (see Appendix 10), each of which will be led by a Working Group member or other invited expert or key stakeholder. Terms of reference for each knowledge product—including the rationale, target audiences, methodology, products, and communication/outreach strategies—will be developed by the Working Groups. The Global Knowledge Base will be oriented around the eight key questions stated above and will be focused specifically to fill identified knowledge gaps that may currently be inhibiting the potential scaling-up of L-SLM. Rather than being an academic exercise, the Global Knowledge Base constitutes demand-

driven knowledge synthesis to support policy making and practice. For instance, there has been very little analysis of the economic costs and benefits of integrated landscape management approaches, yet national policy-makers rely heavily on cost-benefit analysis when making decisions about public policies and investments. The Global Knowledge Base includes a knowledge product to provide this type of information in terms that are relevant and credible to such policy-makers.

In sum, the Global Knowledge Base will take stock of recent experience and assess L-SLM in the context of global challenges and trends to understand its application and impacts to date; its potential to address key needs including food security, climate change, species loss, and ecosystem degradation; best practices for management of the biophysical and institutional/governance aspects of L-SLM; and key market, policy, investment, and research mechanisms and needs for scaling-up L-SLM. It will draw learnings from across a wide range of landscape approaches, and encourage sharing of results across and within communities of practice, enhancing the sustainability of project impact. Rather than assuming that L-SLM is always an effective approach, the knowledge products will seek to understand and communicate to decision-makers the contexts and circumstances under which L-SLM is likely to be a superior approach—as well as situations where single-objective optimization strategies may be more appropriate. Please see Appendix 10 for additional detail on the Global Knowledge Base knowledge products to be developed.

Activity 2.2 will support the following Land Degradation FA outputs and outcomes:

- **FA Outcome 4.2:** Improved GEF portfolio monitoring using new and adapted tools and methodologies (*GEF-6 LD FA strategy reflects lessons learned and results of targeted research portfolio and implementation results from earlier replenishment periods*)
- **FA Output 4.2:** GEF-financed projects contribute to SLM/SFM/INRM knowledge base

Activity 2.3: L-SLM Global Resource Portfolio This activity will develop and widely disseminate a portfolio of tools, methods, and communication pieces to support capacity building, implementation, and development of supportive policy environments for mainstreaming L-SLM (see Appendix 10). The Global Resource Portfolio will include resources on landscape analysis, multi-stakeholder planning, strategic design of interventions and investments, policy analysis and design, institutional and governance structures, sustainable supply chain development, and monitoring of outcomes and impacts. The Portfolio will be designed for direct use by stakeholders in landscape initiatives, including farmers and farmer leaders, local community and political leaders, local NGOs, sub-national and national government staff and policy-makers, and the private sector. The Global Resource Portfolio will be made publicly available and is expected to be widely used. Its initial uptake will be jump-started by Initiative team members to support L-SLM field activities and policy advocacy in the landscapes, countries, and policy processes in which they work (e.g., see Appendix 9).

The Portfolio is intended to build a common base of understanding among stakeholders from different educational backgrounds, sectors, and groups in society, such that these diverse stakeholders can all participate in integrated landscape planning and implementation processes. Recognizing that different L-SLM stakeholders and audiences have different priorities, use different language and terminology, and have different levels of technical background, the Global Resource Portfolio will specifically tailor messages and tools to the target stakeholders groups. Each product within the Global Resource Portfolio will also have a specific dissemination and outreach strategy for achieving the intended impact toward supporting and mainstreaming L-SLM at the local, regional, or global scale. Key products or summaries thereof, will be translated into languages other than English.

Much of the Global Resource Portfolio will translate and interpret components of the Global Knowledge Base for key audiences that are well positioned to support the mainstreaming of L-SLM, both at the field/landscape level and through policy and enabling environment. In addition, participants in the International Forum (see Activity 2.3) and the broader global community will be invited to contribute to the

Global Resource Portfolio including research, innovative projects or programs, market mechanisms, tools, participatory processes, or ideas and concepts related to their experience with L-SLM. These contributions will be edited and compiled as an “innovation portfolio” that captures the range of innovations, information, and knowledge sharing tools on L-SLM. Finally, the Global Resource Portfolio will include outreach tools that present the Global Knowledge Base in an intuitive, user-friendly format (similar to the award-winning “Farming First” website) that helps build awareness of and interest in L-SLM.

Activity 2.3 will support the following Land Degradation FA outputs and outcomes:

- **FA Output 1.5:** Information on SLM technologies and good practice guidelines disseminated.
- **FA Output 2.5:** Information on SFM technologies and good practice guidelines disseminated
- **FA Output 3.4:** Information on INRM technologies and good practice guidelines disseminated

Component 3: Project Management, Monitoring and Evaluation

Component 3 consists of two activities: 1) project coordination to foster smooth collaboration among the Initiative co-organizers, IAC, and working groups; and 2) project monitoring and evaluation.

Activity 3.1: Project coordination and fostering smooth collaboration among co-organizers, IAC, and working groups

The Implementing Agency and Executing Agency will jointly manage the project to:

- Ensure clear, transparent, and participatory decision-making processes (see decision making flow-chart in Appendix 4);
- Develop and implement a tiered management and implementation structure to delegate and supervise activities, including those that are largely or entirely co-financed (see Part IIIB – project implementation arrangement);
- Support frequent and effective communication among project participants through electronic communication tools;
- Foster clear, transparent communication with and outreach to the Initiative’s stakeholders through the Initiative website and communications and outreach component; and
- Ensure sound financial management, oversight of consultants and purchases, and other administrative details.
- Cooperate with STAP and encourage their participation in the review of this project.

Activity 3.1 will support Land Degradation FA outputs and outcomes by supporting the activities in project Components 1 and 2.

Activity 3.2: Project monitoring and evaluation

The Implementing Agency and Executing Agency will execute project monitoring and evaluation as described above, in Part IH. M&E results will be incorporated in “real time” into project management decisions to ensure adaptive management that responds appropriately to changing conditions and observed effectiveness of the project’s activities and theory of change.

Activity 3.2 will support Land Degradation FA outputs and outcomes by supporting the activities in project Components 1 and 2.

Incremental Cost Reasoning

As discussed in Section B.1, the “business-as-usual” scenario (i.e., without this GEF-supported project) would likely entail a continued emphasis on the use of single-objective or sectoral strategies to address key global challenges including food security, persistent poverty, loss of critical biodiversity and ecosystem services, and climate change. In most countries, such sectoral strategies are bolstered by support from considerable political, institutional, and economic momentum, and by powerful interests that benefit from the status quo, even when it is not in the best public interest. Based on recent experience, narrow strategies are likely to be especially favored—and have the potential to be particularly detrimental—when enacted in response to crises such as the global food price escalations of 2008 and 2010/2011.

Within this overall unsupportive context, however, there has been increasing interest in integrated landscape approaches emanating from an expanding group of public, private, and civil society actors. However, the scale and impact of such activities remains small relative to the scale of single-objective rural land management approaches. Furthermore, the recent increase in interest and adoption of L-SLM approaches has not been matched by a commensurate infrastructure of systematic reflection, evaluation, and research; knowledge sharing among different communities of practice; and strategic planning and priority setting for future programs and investments. In addition, the dearth of cross-sectoral collaboration and efforts to explicate, develop, and build capacity for L-SLM approaches for traditional sectoral actors (e.g., government ministries, private sector, various donors) has also hampered the mainstreaming L-SLM activities, many of which remain at the experimental or pilot level.

Without this project, it is possible that modest progress toward improving the understanding and broader adoption of effective L-SLM will continue to be made. But lessons will need to be re-learned through trial-and-error, less evidence will be available to support the design of effective investments, and cross-sectoral and cross-disciplinary collaboration around integrated landscape approaches will be sparser. As a result, public, civil society, private and donor investments may be poorly targeted, opportunities missed, and time lost in the effort to develop sustainable, climate-adapted rural landscapes. In the meantime, single-objective strategies are likely to continue to be pursued, resulting in large land areas devoted to uses that provide some specific benefits to society (e.g., grain or biofuel production, carbon sequestration, or habitat reserves) but, overall, provide sub-optimal bundles of food production, ecosystem conservation, livelihood, and economic development benefits. Multiplied across entire regions and the globe as a whole, continued use of such single-objective approaches will result in a failure simultaneously to achieve societal mandates related to increasing food production for a growing population, reducing poverty, maintaining key ecosystem services, preventing species extinction, and avoiding catastrophic climate change effects. To the extent that such sectoral development strategies do not yield the goods, services, and public benefits from rural landscapes on a sustained basis that stakeholders expect, the current increase in development assistance for agriculture is likely to be called into question.

In this context, the project will provide incremental Global Environmental Benefits (GEBs) by supporting and empowering leaders from all levels to mainstream L-SLM as a viable strategy for integrating agriculture, ecosystem conservation (including biodiversity), human wellbeing, and climate change adaptation and mitigation. To provide these GEBs, the Initiative will develop a package composed of technical solutions, human and organizational capacity, and political will, and will feed these key inputs into environmental and agriculture management and governance initiatives at all levels. As presented in the activity descriptions above, the project will do so through the development of knowledge tools and resources; capacity building; development of and support for a mainstreaming coalition; and support for implementation of L-SLM through Initiative team members’ activities at the field and policy levels.

The project will support the generation of several GEBs related to the Land Degradation Focal Area. Improved management (of agriculture, forests, and mosaic landscapes; LD Outcomes 1.2, 2.2, and 3.2) will be supported by development of the Global Knowledge Base and Global Resource Portfolio for L-SLM. An enhanced

enabling environment (for the agriculture sector, forestry sector, and inter-sectoral programs; LD Outcomes 1.1, 2.1, and 3.1) will be facilitated through synthetic analysis of alternative approaches and experiences related to integrated landscape management (and the role of governance structures and policies in this management) in Africa, Asia, and Latin America. The Global Knowledge Base will document a range of feasible governance and policy approaches that may be adapted to local contexts around the world. A dedicated policy theme at the International Forum—followed by strategic advocacy for key agenda items—will develop and implement policy action plans to improve the enabling environment globally and within specific regions or nations to mainstream effective integrated landscape approaches. The project will also increase the capacity of countries to fulfill their obligations under the UNCCD (LD Outcome 4.1)—and increase the capacity of various actors including GEF grantees to support them in doing so—by fostering cross-project and cross-nation learning; assembling and sharing state-of-the-art tools, methods, and processes (e.g., tools for national-level impact monitoring); and providing broad outreach to diverse audiences regarding the benefits of L-SLM for addressing land degradation and desertification. In addition, the project will generate GEBs related to the Climate Change Mitigation (e.g. CCM Outcomes 5.1, 5.2, and 6.2) and Biodiversity (e.g., BD Outcomes 2.1, 2.2, and 5.1) Focal Areas.

The project will leverage nearly \$3 million in co-financing (nearly a 3:1 co-financing ratio); already at inception this project has committed 2:1 co-financing. 80% of salaries are covered through co-financing. Most of this co-financing would not be available without GEF investment. GEF funding will allow the Implementing Agency, Executing Agency and partners to enhance the Initiative in several critical respects: 1) provide funding for designing and commissioning components of the Global Knowledge Base and Global Resource Portfolio of greatest relevance and value for landscape- and national-level leaders, policy-makers, and program managers; 2) support key aspects of the International Forum to build a strong coalition, action agendas, and strategies for field- and policy-level implementation for mainstreaming L-SLM; 3) support the participation of partners from developing countries, including community and indigenous leaders, in the International Forum and other activities; 4) support capacity building and leadership training to develop a quorum of L-SLM leaders in at least 5 countries and additional well-positioned leaders in key local and international organizations, national governments, donor agencies, and elsewhere; and 5) support dissemination of the Global Resource Portfolio to leverage action and advocacy through the activities, networks, and partnerships of Initiative team members in more than 60 landscapes and 40 countries (see Appendix 9).

B.3. DESCRIBE THE SOCIOECONOMIC BENEFITS TO BE DELIVERED BY THE PROJECT AT THE NATIONAL AND LOCAL LEVELS, INCLUDING CONSIDERATION OF GENDER DIMENSIONS, AND HOW THESE WILL SUPPORT THE ACHIEVEMENT OF GLOBAL ENVIRONMENT BENEFITS(GEF TRUST FUND) OR ADAPTATION BENEFITS (LDCF/SCCF). AS A BACKGROUND INFORMATION, READ MAINSTREAMING GENDER AT THE GEF.":

The project will develop and communicate the evidence base on the role that L-SLM can play in improving rural livelihoods through sustainable practices that increase food production, improve diet diversification and nutrition, reduce vulnerability to climate change and other shocks, and increase resilience of natural resource-based economies. Based on this evidence base, the project will develop and promote specific agendas to support the adoption of L-SLM within a wide range of agriculture and poverty alleviation programs and investments in places where they are likely to be particularly effective. By supporting improved land management and enabling environment to address land degradation, the project will support socioeconomic benefits particularly for poor, natural resource dependent populations (especially women) and rural communities subject to vulnerabilities exacerbated by climate change. Several products within the Global Knowledge Base focus explicitly on landscape design, management and governance strategies to ensure that needs of poor groups within the landscape are addressed, and action planning processes that include representatives of low-income and marginalized groups in negotiations.

Given that agriculture in the much of developing world is conducted predominantly by women — and that women are often more vulnerable than men to effects of land degradation — the project focus stands to benefit women substantially, if not disproportionately. The activities of the project itself will incorporate gender dimensions, for instance by providing disaggregated analyses of benefits and costs for females and males into reviews and synthesis when appropriate. In particular, analyses will incorporate gender dimensions related to food production and gathering, female labor demands to obtain traditional biomass fuel, and access to water and to other natural resources into analysis and recommendations for agricultural landscape design and investment. Efforts will also be made to ensure that women and youth are fully represented in the International Forum itself.

B.4. INDICATE RISKS, INCLUDING CLIMATE CHANGE RISKS THAT MIGHT PREVENT THE PROJECT OBJECTIVES FROM BEING ACHIEVED, AND IF POSSIBLE, PROPOSE MEASURES THAT ADDRESS THESE RISKS TO BE FURTHER DEVELOPED DURING THE PROJECT DESIGN:

The project explicitly seeks to address some of the major risks to sustainable food production, rural livelihoods, ecosystem health, and climate stability. Recognition of climate change and land degradation risks by policy-makers could potentially contribute to the success of the project by increasing their interest in and openness to L-SLM, and there is already some evidence that this is beginning to happen. On the other hand, there is a risk that external crises (such as future food price crises) may cause governments and private actors to pursue sectoral or single-objective solutions for rural landscapes, thereby crowding out L-SLM and similar multi-objective landscape approaches.

There are several other risks that could hinder project objectives from being achieved. Key risks to be addressed include natural resource management paradigms that are inadequate to respond effectively to a rapidly changing environment; conflicting paradigms and mandates that inhibit cross-sectoral collaboration and learning; and governance mechanisms that constrain multi-stakeholder landscape planning and action to integrate food production, ecosystem conservation, and sustainable livelihoods. There are also potential tensions and institutional barriers inhibiting effective cross-sectoral analysis and action planning. Within the project team, the multi-sectoral nature of the Co-Organizer team is both an asset (for building a broad coalition to support L-SLM) and a potential challenge (because of the complicated nature of defining the specific alignment of co-organizer interests, even when significant common ground exists).

To address these challenges and risks, the Implementing Agency will work closely with partners to develop the Initiative program, engage professional facilitation and support functions, and develop communication and outreach plans. Planning processes have been designed and professional facilitators and advisors will be engaged to manage these risks. Another risk is that partners will fail to make anticipated resources available for planned follow-up collaborative work in the countries. However, this risk is substantially mitigated by the advance written commitments of project partners that have already been secured to carry out the landscape- and country-level activities that will heavily leverage GEF support to generate the anticipated project outcomes. National and landscape partners in Brazil, Ecuador, India, Indonesia, Kenya, Mali, Nepal, Rwanda, Tanzania, Uganda, South Africa, Sri Lanka and Vietnam have already been engaged and are ready to move forward.

Sustainable land management is inherently a social process, and we do anticipate that landscape initiatives in some of these countries will encounter challenges related to land tenure and social conflict among stakeholders. The collaborative, multi-stakeholder process being supported by the project explicitly seeks to define and address these issues, and provides facilitation tools to advance dialogue, tenure and social mapping tools to describe challenges and explore solutions. International experts in multi-stakeholder process and conflict are part of the expert network backstopping the project and can be called on for consultation.

The project relies on face-to-face meetings for some key components such as the Nairobi planning Forum and some capacity-building activities, with risk of increasing greenhouse gas emissions through international flights. However, the project has been designed to maximally utilize electronic communication media for the vast

majority of planning activities and meetings, and collaborators will be encouraged and facilitated to utilize emission offsets for associated flights.

B.5. IDENTIFY KEY STAKEHOLDERS INVOLVED IN THE PROJECT INCLUDING THE PRIVATE SECTOR, CIVIL SOCIETY ORGANIZATIONS, LOCAL AND INDIGENOUS COMMUNITIES, AND THEIR RESPECTIVE ROLES, AS APPLICABLE:

Consistent with the Initiative’s strategy of leveraging broader L-SLM adoption by supporting and empowering leaders, the Initiative team represents a coalition of key actors that are well-positioned both to advance L-SLM within their own organization and to outreach to their specific networks and allies to advocate more broadly for the L-SLM approach. Specifically, the team includes the UN organizations dedicated to agriculture (FAO and IFAD), environment (UNEP), and food security (WFP), leading research centers engaged in L-SLM, key civil society innovators in L-SLM, major donors, coalitions of smallholder farmers and community-based organizations, organizations supporting the sustainability activities of agribusiness, and other key stakeholder groups. This multi-sectoral balance will bolster the credibility, clarity, and applicability of the L-SLM resources, tools, and agendas produced, as well as the opportunity to leverage Initiative activities through the substantial resources of the partner organizations. Please see Appendix 3 for a summary of the roles, expertise, and comparative advantage of the multi-sectoral Initiative team.

Given that the Initiative’s goals transcend any individual sector to address the ways in which multiple societal objectives and mandates may be pursued in a more synergistic manner, diverse and inclusive stakeholder participation will be instrumental to the project’s success. In addition to the Initiative team itself, many additional stakeholder groups will be involved in the development and dissemination of the Global Knowledge Base and Global Resource Portfolio; development of action agendas at the International Forum; capacity building activities (both as participants and as trainers); and implementation at the field and policy levels (see Table 2). These stakeholders include farmer and community leaders that can support grassroots movements; agribusiness and private sector institutions that are influential in rural land investment and management decisions; leading international organizations involved in integrated landscape management and positioned to mainstream such approaches; field-to-district level professionals and community leaders who can mobilize action at smaller scales; researchers to help fill the gaps in the evidence base and inform research agendas; donors and investors from the public, private, and philanthropic sectors; regional leaders in integrated landscape development who can build regional networks and adapt tools and programs to meet the needs of particular ecosystem and cultural contexts; and policy-makers working at the sub-national, national, regional, and global scales. Initial outreach to these stakeholder groups has taken place during the Initiative start-up phase. Representatives of numerous communities of practice of landscape approaches will be engaged, including those championing: sustainable land management, landscape restoration, participatory watershed management, biological corridors, agro-industrial corridors, Model Forest Network, green infrastructure; urban foodsheds, satoyama and other socio-ecological landscapes and others. At the commencement of the GEF-supported phase of this project, the co-organizers will refine and implement plans for strategic engagement of each of these groups.

Farmers and community leaders (including those from indigenous communities) will be well-represented at the Forum and in the formulation of key outputs (action agendas and strategies for implementation). The Forum will include a physical dialogue space and dedicated, professionally-facilitated sessions for community-based leaders to convene and identify priorities, and then to share these outcomes with the broader meeting. GEF support will be especially instrumental in financing the participation of these delegates.

B.6. OUTLINE THE COORDINATION WITH OTHER RELATED INITIATIVES:

The Global Initiative for Landscapes for People, Food and Nature is designed as a three-year process (of which the GEF will support two years) of knowledge generation and sharing, capacity building, coalition and partnership formation, and implementation at the field and policy levels—all oriented at supporting the

mainstreaming of L-SLM. The Global Knowledge Base and Global Resource Portfolio will draw heavily on the activities of key related initiatives, programs, and organizations, including:

- GEF grantees working under the Land Degradation, Climate Change, and Biodiversity Focal Areas;
- Key UN agencies (FAO, IFAD, UNEP, UNDP, WFP);
- CGIAR organizations, platforms, and mega-programmes (Bioversity International, ICRAF, CRP-5, Platform on Agrobiodiversity Research, etc.);
- Other key international organizations and conservation and development NGOs (e.g., IUCN, Conservation International, CARE);
- Partnerships and platforms (e.g., TerrAfrica, Model Forest Network, Climate-Smart Agriculture, International Partnership for Satoyama Initiative, Global Landscape Restoration, AGRA);
- Universities;
- Private-sector initiatives (corporate sustainability activities, payment for ecosystem services projects, eco-certification standards and labels, commodity roundtables, etc.); and
- L-SLM activities initiated by grassroots leaders and locally led participatory processes.

The Global Knowledge Base and Global Resource Portfolio will also use as a starting point prior and ongoing efforts to document, evaluate, and share best practices about related approaches to resource-conserving agriculture and landscape management. These include the work of WOCAT, FAO, and others to document SLM and resource-conserving farming practices; the work of IUCN's Landscapes and Livelihoods Program to enumerate case studies and tools for landscape restoration; and the climate-smart agriculture Sourcebook currently in preparation through the efforts of FAO, IFAD, WFP, UNEP, the World Bank, Government of the Netherlands, and others. The Global Knowledge Base and Global Resource Portfolio will build on these and other excellent resources to create a knowledge foundation focused specifically on managing landscape-level dynamics in agricultural mosaics, from both a biophysical and institutional perspective. In addition, the Global Knowledge Base and Global Resource Portfolio will tie L-SLM to global discourses and policy decisions related to aggregate demand for food security, terrestrial climate mitigation, species conservation, and other mandates, as spelled out in various global conventions. In doing so, the Global Knowledge Base and Global Resource Portfolio will add a more robust set of policy advocacy and decision-support tools necessary to help scale up L-SLM.

Initiative activities will be designed to complement and avoid duplication of recent or upcoming major meetings in agriculture, food security, sustainable development, and climate change. Within the overall discourse and policy trajectory on food, agriculture, environment, and climate, the International Forum will occupy a unique space by fostering targeted, action-oriented conversations among a multi-sectoral group of individuals and organizations that are explicitly convened for their potential to scale up L-SLM at the local, national, and global levels. More importantly, the Initiative will link knowledge, capacity building, and action through a multi-tiered program designed to overcome the key barriers to scaling-up L-SLM (see Figure 2 and the decision-making flowchart in Appendix 4).

Meetings in 2012 and 2013 will provide inputs to the Global Knowledge Base, Global Resource Portfolio, and action agendas. These include the IFAD Conference on smallholder agriculture; World Congress on Conservation Agriculture; Global Food Conference in Bonn; 36th Session of the Committee on World Food Security; Dialogue on Livestock, Food Security and Sustainability' Ecosystem Services Partnership meetings; the 6th World Water Forum; and the NEPAD Planning and Coordination Agency's meeting to develop a strategic framework for agriculture and climate change for Africa.

Key events in 2012 and beyond will provide opportunities for dissemination, outreach, and advocacy of Initiative products, messages, and agendas. The Initiative will provide critical input to the UN Conference on Sustainable Development (Rio+20) and the Global Conference on Agriculture, Food Security, and Climate Change in Vietnam in 2012. Delegations of Initiative co-organizers and participants, guided by the Initiative's action agendas and strategies, will engage in these key events and in other processes, such as including the UN Framework Convention on Climate Change, the UN Convention to Combat Desertification, the Ramsar Convention, and the Convention on Biological Diversity. Participation of Initiative team members in such events will be supported by the co-financing contributions of team member organizations.

C. GEF AGENCY INFORMATION

C.1. CONFIRM THE COFINANCING AMOUNT THE GEF AGENCY BRINGS TO THE PROJECT:

UNEP, the GEF IA through its Division of Environmental Policy Implementation (UNEP/DEPI) will provide cash co-financing of US\$299,683 and in-kind co-financing of \$190,000 making a total of \$489,683. The co-finance contribution is linked to UNEP MTS Work Programme 2012 – 2013 and also covers technical support from staff in the Division of Environmental Policy Implementation. Food system and environment has been identified as an emerging area in the foresight process delineating future programme of work for UNEP.

C.2. HOW DOES THE PROJECT FIT INTO THE GEF AGENCY'S PROGRAM (REFLECTED IN DOCUMENTS SUCH AS UNDAF, CAS, ETC.) AND STAFF CAPACITY IN THE COUNTRY TO FOLLOW UP PROJECT IMPLEMENTATION:

UNEP is extremely well equipped to implement an integrative global project such as this. The organisation has the mandate of advancing global environmental protection, particularly with its current Medium Term Strategy and its strategic framework for 2010-2011 and 2012-2013 for Subprogramme 3 (Ecosystem Management) and Subprogramme 4 (Environmental Governance). Subprogramme 3 focuses on facilitating cross-sectoral, integrated approaches to ecosystem management; Subprogramme 4 on ensuring that environmental governance at country, regional and global levels are strengthened to address agreed environmental priorities. UNEP began intra-agency planning in 2011 for a new Agriculture and Environment Strategy and is strengthening cross-agency planning, including close collaboration with FAO, IFAD and WFP on climate-smart agriculture, with a landscape frame. The project will also feed policy recommendations into the UNEP-led initiative on "Sustainable Agri-Food Systems" under the Marrakech Process and will contribute to follow-up on the Millennium Ecosystem Assessment (MEA) and International Assessment of Agricultural Knowledge, Science and Technology for Development (IAASTD), as well as its work on the Green Economy. Finally, it will inform the various reporting activities of UNEP such as Global Environment Outlook (GEO) and the African Environmental Outlook (AEO). The project also benefits from UNEP's comparative advantage among the GEF implementing agencies in using scientific knowledge to inform and underpin policy and decision-making related to the global environment. The project is in line with the UNDAF of the countries involved in the project and will assist in the implementation of the related UNDAF activities. The countries involved will incorporate lessons learned into the UNDAF process.

FAO, as the lead UN agency for agriculture, is an active core co-organizer of the Initiative, and will contribute from diverse programs, including climate-smart agriculture, forest landscapes, watershed management, GIAHS (Globally Important Agricultural Heritage Sites), sustainable intensification, agricultural policy, and food and cities. FAO fully supports UNEP playing the lead role in this project, given UNEP's leadership in applying the ecosystem approach through the lens of agriculture, its Green Economy initiative, its cross-sectoral approach to achieving environmental and developmental objectives, and its capacity to mobilize the NGO community worldwide.

PART III: INSTITUTIONAL COORDINATION AND SUPPORT

A. INSTITUTIONAL ARRANGEMENT:

The roles and responsibilities for project coordination and management will be shared by UNEP, as the GEF implementing agency, and EcoAgriculture Partners, as the executing agency. An Organizational Chart for decision making is presented in Appendix 8. UNEP will be responsible for coordinating activities, monitoring the implementation of UNEP's standard M&E procedures, and transmitting financial and progress reports to the GEF. EcoAgriculture Partners will be responsible for coordinating and managing project implementation on a day-to-day basis, together with the Initiative co-organizers and with the guidance of the International Advisory Committee (IAC). The roles of these different groups are discussed in Part IIIB, below.

B. PROJECT IMPLEMENTATION ARRANGEMENT:

Responsibilities for project implementation will be shared by several organizations, including the GEF implementing and executing agencies, Initiative Co-organizers, the International Advisory Committee (IAC), Working Groups, and knowledge product partners. Table 2 describes the responsibilities, roles, and functions of each of these groups.

The project will be implemented by UNEP as the GEF implementing agency. The UNEP GEF Coordination Office will monitor the project in accordance with the agreed budget and outputs and disburse funds to facilitate implementation. UNEP will have unique responsibilities for communicating GEF requirements for project reports and evaluations. They will also be responsible for overseeing logistics regarding the use of UNEP facilities and staff time in Nairobi for the 2012 International Forum. The executing agency, EcoAgriculture Partners, will be responsible for providing sufficient staff resources to fulfil administrative and programmatic duties associated with the Initiative. The executing agency is responsible for coordinating meetings of the Co-organizers and the IAC, mobilizing additional co-financing, and overseeing project M&E.

Initiative **Co-organizers** will be responsible for making key decisions related to project management and implementation; providing technical and intellectual leadership in shaping the Initiative's direction and outcomes; and providing significant cash and in-kind co-financing for the Initiative. The Co-Organizers will provide the Steering Committee for this GEF-supported project. The **IAC** is charged with advising the Co-organizers in the design and implementation of the Initiative; in playing leadership roles in developing the Global Knowledge Base, Global Resource Portfolio, and International Forum; and in providing significant in-kind co-financing for the Initiative. The Initiative team of co-organizers and IAC members was deliberately selected to include key stakeholders and organizations that are strategically positioned to help scale up L-SLM. The expertise and comparative advantage of each team member organization is described in Appendix 3.

Four thematic Working Groups (WGs) have been established to coordinate the design and implementation of project Components 1 and 2. These WGs include:

- **Global Potentials WG** to address Key Questions 1 and 2, pertaining to the global potential for L-SLM to address major global challenges of food security, poverty, ecosystem degradation, biodiversity loss, and climate change;
- **Landscapes WG** to address Key Questions 3 and 4, pertaining to questions of biophysical and institutional design to implement L-SLM at the landscape level;
- **Markets WG** to address Key Question 5, pertaining to market mechanisms to support L-SLM; and
- **Future Directions WG** to address Key Questions 6, 7, and 8, related to developing agendas for policy, investment, research, and innovation to support scaling-up effective L-SLM

These WGs are co-chaired by one representative from the executing agency and one or more Co-organizing organizations. WG membership includes IAC members (based on their areas of expertise and interest) and other invited experts and key stakeholders as appropriate. The WGs are charged with developing terms of reference and overseeing the completion of knowledge products for the Global Knowledge Base and Global Resource Portfolio; designing the components of the International Forum related to each WG theme; and developing and supporting the implementation of communication, capacity building, landscape-level action, and advocacy strategies related to each theme as part of activities 1.3, 2.1, 2.2, and 2.3. An online infrastructure will be established to allow the WGs to communicate internally and among one another. The implementing agency, executing agency, and co-organizing team will be responsible for maintaining a broad view of the overall Initiative to ensure that the WGs are working in a coordinated and complementary manner.

Many other stakeholders and experts will be involved as knowledge product partners. Their primary responsibilities will be providing input and/or leadership in preparing knowledge products for the Global Knowledge Base and Global Resource Portfolio. In addition, many other key stakeholders will be involved as Initiative participants (without specific responsibilities for implementation). These stakeholders are described in section B5, above.

Table 2
Organizational Structures, Membership, Responsibilities, Roles and Functions for the Project:
A Global Initiative on Landscapes for People, Food and Nature

Structure	Members	Responsibilities	Roles and Functions
GEF Implementing Agency	UNEP	Communicate expectations and projects requirements from GEF to Executing agency; coordinate the use of UNEP facilities and staff time for the International Forum; provide a member for participation in the IAC	Guarantee implementation of GEF objectives and project requirements; provide guidance on the use of funding from the GEF
GEF Executing Agency	EcoAgriculture Partners	Establish co-organizer and IAC teams; guide and coordinate co-organizer and IAC teams, meetings, and decision-making processes; mobilize additional co-financing; provide staff for administrative and programmatic tasks; prepare M&E reports and evaluations	Liaise between GEF/UNEP, co-organizers, and IAC; provide initial and general project design and direction
Initiative Co-organizers (Steering Committee)	Biodiversity International, Conservation International, FAO, ICRAF, IUCN, UNU/International Partnership for Satoyama Initiative, UNEP	Work with executive and implementing agencies to make major decisions related to the design, implementation, and management of the Initiative; mobilize cash and in-kind co-financing; support implementation of both programmatic components of the Initiative; spearhead action and advocacy at landscape and national levels	Shape project design; provide core co-financing for initial project design and development; broaden the Initiative's network

Structure	Members	Responsibilities	Roles and Functions
International Advisory Committee (IAC)	See Appendix 3	Provide technical and intellectual guidance; participate in Working Groups and invite other working group members; hire staff funded by the Initiative; identify major related networks, initiatives, stakeholders and activities; design and develop knowledge products and theme sessions	Guide general project direction and implementing specific parts of the two programmatic components of the Initiative
Working Groups		Develop knowledge products around Key Questions for the Global Knowledge Base and Global Resource Portfolio; plan theme sessions related to each Key Question at the International Forum; shape dialogue; synthesize Forum dialogue to construct action agendas; set priorities and making sectoral recommendations	Provide sectoral and regional expertise on the state-of-the-art; facilitate sectoral dialogue and fostering collaboration
Knowledge Product Partners		Build the evidence base and identify the current challenges and opportunities for mainstreaming L-SLM through knowledge product development; review the state of L-SLM in several regions and sectors; design and disseminate knowledge products within the Global Knowledge Base and Global Resource Portfolio for intended end users	Design, implement, and provide intellectual guidance for specific knowledge products
Action and Advocacy Partners	International and national policymakers; landscape program investors; Working Group partners, leaders of landscape initiatives	Implement and test ideas, recommendations and partnership plans developed for the Action and Advocacy component of the project	Design, implement and provide strategic guidance for policy advocacy; incorporate knowledge resources and tools in landscape interventions research

PART IV: EXPLAIN THE ALIGNMENT OF PROJECT DESIGN WITH THE ORIGINAL PIF:

Not applicable to this MSP proposal.

PART V: APPROVAL/ENDORSEMENT BY GEF OPERATIONAL FOCAL POINT(S) AND GEF AGENCY(IES)

A. RECORD OF ENDORSEMENT OF GEF OPERATIONAL FOCAL POINT(S) ON BEHALF OF THE GOVERNMENT(S): (Please attach the Operational Focal Point endorsement letter(s) with this template. For SGP, use this OPF endorsement letter).

Not applicable to this proposal. However, letters of support from countries participating in this initiative is presented in Appendix 8.

NAME	POSITION	MINISTRY	DATE (MM/dd/yyyy)

B. GEF AGENCY (IES) CERTIFICATION

This request has been prepared in accordance with GEF/LDCF/SCCF policies and procedures and meets the GEF/LDCF/SCCF criteria for CEO endorsement/approval of project.

Agency Coordinator, Agency name	Signature	Date (Month, day, year)	Project Contact Person	Telephone	Email Address
Maryam Niamir-Fuller Director, UNEP GEF Coordination Office		30 December 2011	Mohamed Sessay	+254 20 762 4294	Mohamed.sessay@unep.org

ANNEX A: PROJECT RESULTS FRAMEWORK

Project Logical Framework and Objectively Verifiable Impact Indicators: Project Title: A Global Initiative for Landscapes for People, Food and Nature

Narrative Summary of Objectives, Outputs, and Outcomes	Objectively Verifiable Indicators (OVIs)	Sources/Means of Verification (MOVs)	Milestones	Assumptions
Project Overall				
Objective: to promote and support the broader adoption and more effective use of L-SLM as an integrated approach to managing agricultural landscapes that addresses the full set of needs from the rural land base—including sustainable, climate-resilient production of food and fiber, watershed management, biodiversity conservation, bio-energy, terrestrial climate mitigation, and rural livelihoods.	Practitioners and organization projects move away from business-as-usual toward a mainstreaming of L-SLM into practice, policy, research and investments, including an understanding of agriculture's role in ecosystem conservation and its contribution to GEBs	Project Impact Evaluation and M&E	Increase in knowledge sharing, policy, action, investment and research supporting L-SLM mainstreaming	Project team is positioned to bring together key stakeholders necessary to support the mainstreaming of L-SLM
Component 1: National- and landscape-level action and advocacy				
Outcome 1: L-SLM is adopted widely in rural landscapes to increase synergies among agriculture, ecosystem conservation, rural livelihoods, and climate change adaptation and mitigation	Prevalence of L-SLM following project completion compared to baseline situation	Project Impact Evaluation and M&E, including surveys of L-SLM uptake and co-organizer activities	Increase in number and extent of L-SLM applications by December 2013	The project logical model (Figure 2) is valid, and efforts to address key barriers lead to L-SLM scaling-up
Output 1.1: Support for L-SLM implementation in at least 12 landscapes in at least 5 countries, in conjunction with efforts of Initiative Co-Organizers and partners (including in landscapes with GEF-supported projects)	Spatial extent and nature of support activities for L-SLM in the target landscapes	Data on L-SLM activities from Initiative Co-Organizers	Substantive support for at least 75% of the minimum target number of landscapes (i.e., 9 landscapes) by October 2013	Co-Organizers are able to fulfill their commitments to support L-SLM through co-financed activities; and local stakeholders continue to be interested in

Narrative Summary of Objectives, Outputs, and Outcomes	Objectively Verifiable Indicators (OVIs)	Sources/Means of Verification (MOVs)	Milestones	Assumptions
				advancing such activities
Output 1.2: Policies and investment programmes for agricultural development, ecosystem conservation, climate change adaptation and mitigation, and rural development in at least 2 countries are shaped to be more supportive of L-SLM	Operational guidelines are established or implemented for cross- or inter-sectoral policy frameworks (for agriculture, forestry, water, environment, et al) supporting landscape initiatives in target countries	Summaries of policy and investment programme activities and impacts by Co-Organizers supporting these changes	Active engagement in advancing L-SLM policy frameworks in at least 2 countries by October 2013	Co-Organizers are able to fulfill their commitments to support L-SLM through policy engagement; and national level stakeholders continue to be interested in policy changes to support L-SLM
Output 1.3: Leadership training and support for inter-sectoral groups of landscape leaders (including grassroots leaders), sub-national and national policymakers in two countries build capacity and partnerships to advance strategies for scaling up L-SLM in each country	Number of training and planning workshops facilitated by project Co-Organizers; number of national leaders trained by sector	Workshop reports prepared by Co-Organizers and national partners	At least one leadership course implemented by March 2013	National partners and Co-Organizers will collaborative plan priority objectives, curriculum and participants for leadership development
Component 2: L-SLM foundation				
Output 2.1: Four-day International Forum of L-SLM champions, experts, farmer and community leaders, private sector, and other key stakeholders develops agendas and partnerships for L-SLM mainstreaming	Number of participants (by sector and institution) Action agendas developed and endorsed by participants	Meeting registration summary Post-conference stakeholder survey Copies of action agendas	Completion of International Forum and associated activities by end of March 2012 Increase in new multi-sectoral partnerships resulting from Initiative activities by November 2012	International Forum has a unique perspective, giving it comparative advantage to other initiatives

Narrative Summary of Objectives, Outputs, and Outcomes	Objectively Verifiable Indicators (OVIs)	Sources/Means of Verification (MOVs)	Milestones	Assumptions
Output 2.2: Up to 20 knowledge products (articles, policy briefs, videos, etc.) are developed to synthesize evidence, opportunities, and key needs for upscaling L-SLM	Number of knowledge products produced; number of individuals influenced by knowledge products	Copies of knowledge products; statistics on usage and influence (e.g., copies distributed, downloads, citations, etc.);	50% of knowledge products completed in draft form by July 2012; 85% of knowledge products completed in final form by March 2013	Suitable partners are willing to participate in development of the Global Knowledge Base
Output 2.3: L-SLM Resource Portfolio provides capacity-building tools to support L-SLM projects, programs, and advocacy efforts (including case studies, presentations, videos, visual diagrams, interactive website, L-SLM innovation portfolio, blog)	Landscapes Initiative website (www.landscapes.ecoagriculture.org) updated with new, downloadable case studies, presentations, videos, visual diagrams, interactive features, L-SLM innovation portfolio, and regular blog)	Documentation of website updates by website managers	50% of knowledge products, case studies and other materials available on website by December 2012; 75% available by September 2013	Pipeline of products is produced as anticipated
Component 3: Monitoring and evaluation				
Outcome 3: Reviews and evaluations provide valuable feedback on opportunities and barriers to influence ongoing dialogue, policy processes, and tool development to advance L-SLM at landscape, national, and global scales	Work plan and budget adhered to; all key deliverables produced; reporting requirements met; original project objectives met	Progress reports, annual reports, budgets, Impact Assessment, 3rd party evaluation	Final evaluations submitted to UNEP/GEF by December 2013; Internal assessment, M&E documents processed by December 2012	EcoAgriculture Partners has adequate administrative staff to meet and facilitate project administration
Output 3.1: Annual reports, impact assessment, terminal evaluation	Reports	Impact Assessment; Terminal Evaluation		

ANNEX B: RESPONSES TO PROJECT REVIEWS (from GEF Secretariat and GEF Agencies, and Responses to Comments from Council at work program inclusion and the Convention Secretariat and STAP at PIF).

Not applicable to this proposal

ANNEX C: PERSONNEL AND CONSULTANTS TO BE HIRED FOR THE PROJECT USING GEF RESOURCES

Position Titles	US\$ per person week*	Estimated person weeks**	Tasks to be performed
For Project Management			
<i>Local</i>			
<i>International</i>			
Project Manager	1800	14.4	Provide overall leadership, direction, and oversight of Initiative
Co-Project manager	1500	7.7	Lead work on the Global Knowledge Base and Global Resource Portfolio; contract and supervise hired consultants; liaise with UNEP; manage partnerships
Co-Project manager	1500	7	Lead work on Action and Advocacy; contract and supervise hired consultants; liaise with UNEP; coordinate the International Forum; manage partnerships
Program associate	1100	9.6	Support Initiative director and co-project managers to conduct the above tasks
Financial and administrative director	1500	15	Conduct financial management, documentation, and reporting; prepare budgets, contracts and annual financial reports; manage purchases
Administrative assistant	800	12.5	Track project deliverables; aid in preparation of reports and contracts; assist financial and administrative director in the above tasks
Justification for Travel: The travel budget will provide partial funding (heavily co-financed) to support Initiative team members to conduct one planning/coordination workshop for the Initiative overall.			
For Technical Assistance			
<i>Local</i>			
In-country trainers	1200	25	
Knowledge product partners	1500	33.6	Lead the preparation of knowledge products for the Global Knowledge Base and Global Resource Portfolio, in collaboration with the Co-Organizers and IAC members
<i>International</i>			
Project Manager	1800	12.2	Provide oversight and guidance; maintain active lines of communication with the initiative Co-organizers and partners
Co-Project manager	1500	29.3	Lead work on the Global Knowledge Base and Global Resource Portfolio

Position Titles	US\$ per person week*	Estimated person weeks**	Tasks to be performed
Co-Project manager	1500	37.7	Lead design and implementation of the International Forum and Action and Advocacy component
Coordinator, Capacity-building	1500	30.2	Lead capacity building and leadership training activities; contribute to Global Knowledge Base and Global Resource Portfolio related to Key Questions 3 and 4
Research associate	1100	18.1	Work with stakeholders and lead participatory processes to produce knowledge products for the Global Knowledge Base and Global Resource Portfolio
Program associates	1100	30	Work with Theme Session facilitators to guide the development of the action agendas coming out of the Forum; engage key stakeholders and policy-makers in the Initiative; support development and dissemination of Global Knowledge Base and Global Resource Portfolio
Facilitator	1250	10	Facilitate discussions and preparation of action agendas and strategies in the Community Space and in Forum plenary and Theme Sessions
Knowledge product partners	1250	48	Lead the preparation of knowledge products for the Global Knowledge Base and Global Resource Portfolio, in collaboration with the Co-Organizers and IAC members
Website developer / manager	1000	5.4	Set-up and maintain website content management system; coordinate with co-project managers and program associates on overall site design and function
Graphic Designer	1200	2.1	Develop graphical presentations for publications, presentations, and media materials
Photographer/videographer	1400	3.1	Photograph and video plenary sessions and major activities associated with the Conference; prepare digital versions of photo and video for website
Justification for Travel: The travel budget will enable key personnel to participate in the International Forum, and travel for trainers to implement the Leadership Courses in two countries.			

ANNEX D: STATUS OF IMPLEMENTATION OF PROJECT PREPARATION ACTIVITIES AND THE USE OF FUNDS

A. EXPLAIN IF THE PPG OBJECTIVE HAS BEEN ACHIEVED THROUGH THE PPG ACTIVITIES UNDERTAKEN.

Not applicable to this proposal.

DESCRIBE FINDINGS THAT MIGHT AFFECT THE PROJECT DESIGN OR ANY CONCERNS ON PROJECT IMPLEMENTATION, IF ANY: N/A

B. PROVIDE DETAILED FUNDING AMOUNT OF THE PPG ACTIVITIES AND THEIR IMPLEMENTATION STATUS IN THE TABLE BELOW: N/A

<i>Project Preparation Activities Approved</i>	<i>Implementation Status</i>	<i>GEF/LDCF/SCCF Amount (\$)</i>				<i>Cofinancing (\$)</i>
		<i>Amount Approved</i>	<i>Amount Spent To date</i>	<i>Amount Committed</i>	<i>Uncommitted Amount*</i>	
	(Select)					
	(Select)					
	(Select)					
	(Select)					
	(Select)					
	(Select)					
	(Select)					
	(Select)					
Total		0	0	0	0	0

* Any uncommitted amounts should be returned to the GEF Trust Fund. This is not a physical transfer of money, but achieved through reporting and netting out from disbursement request to Trustee. Please indicate expected date of refund transaction to Trustee.

ACRONYMS

Acronyms	Name
AEO	African Environmental Outlook
AGRA	Alliance for a Green Revolution in Africa
BD	Biodiversity
CATIE	Centro Agronómico Tropical de Investigación y Enseñanza
CBNRM	Community-based Natural Resource Management
CCM	Climate Change Mitigation
CGIAR	Consultative Group on International Agricultural Research
CI	Conservation International
CTA	Technical Centre for Agricultural and Rural Cooperation
EA	Executing Agency
EAFF	East Africa Farmers Federation
FA	Focal Area
FAO	Food and Agricultural Organization
FARA	Forum for Agricultural Research in Africa
FAS	Focal area set-aside
GEB	Global Environmental Benefit
GEF	Global Environment Facility
GEO	Global Environmental Outlook
GFAR	Global Forum on Agricultural Research
IA	Implementing Agency
IAASTD	International Assessment of Agricultural Knowledge, Science and Technology for Development
IAC	International Advisory Committee
ICRAF	World Agroforestry Center
ICROFS	International Centre for Research in Organic Food Systems
IFAD	International Fund for Agricultural Development
INRM	Integrated Natural Resource Management
IPSI	International Partnership for the Satoyama Initiative
IUCN	World Conservation Union
KP	Knowledge Product
LD	Land Degradation
LDCF	Least Developed Countries Fund

Acronyms	Name
LPFN	Landscapes for People, Food and Nature
L-SLM	Landscape-level Sustainable Land Management
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MEA	Millennium Ecosystem Assessment
MOV	Means of Verification
MSP	Medium-sized Project
NEPAD	The New Partnership for Africa's Development
NGO	Non-Governmental Organization
NRM	Natural Resource Management
OVI	Objectively Verifiable Indicator
PIF	Project Identification Form
PIR	Project Implementation Review
PROFOR	Program on Forests
PSC	Project Steering Committee
RA	Rainforest Alliance
REDD	Reducing Emissions from Deforestation and Forest Degradation in Developing Countries
RRI	Rights and Resources Initiative
SAI	Sustainable Agriculture Initiative
SCCF	Special Climate Change Fund
SFL	Sustainable Food Lab
SFM	Sustainable Forest Management
SGP	Small Grants Programme
SL/WM	Sustainable Land / Water Management
SLM	Sustainable Land Management
STAP	Scientific Technical & Advisory Panel
TA	Technical Assistance
TBPA	Transboundary Protected Area
TNA	Technical Needs Assessments
TOR	Terms of Reference
UN	United Nations
UNCBD	United Nations Convention on Biodiversity
UNCCD	United Nations Convention to Combat Desertification

Acronyms	Name
UNCSD	United Nations Conference on Sustainable Development
UNDAF	United Nations Development Assistance Framework
UNDP	United Nation Development Programme
UNEP	United Nations Environment Programme
UNEP-DEPI	United Nations Environment Programme - Division of Environmental Policy Implementation
UNF	United Nations Foundation
UNFCCC	United Nations Framework Convention for Climate Change
UNU-IAS/IPSI	United Nations University - Institute of Advanced Studies / International Platform for a Satoyama Initiative
WB	World Bank
WCPA	World Commission on Protected Areas
WFP	World Food Programme
WG	Working Group

APPENDICES

- Appendix 1: Incremental cost analysis
- Appendix 2: Work plan and timetable
- Appendix 3: Team member roles, expertise, and comparative advantage
- Appendix 4: Institutional arrangement and decision-making flowchart
- Appendix 5: Budget by project components and UNEP budget lines
- Appendix 6: Co-financing by source and UNEP budget lines
- Appendix 7: Co-financing commitment letters from project partners
- Appendix 8: Country endorsement letters
- Appendix 9: Landscapes targeted for implementation
- Appendix 10: Linking Knowledge to Action for Scaling Up L-SLM
- Appendix 11: Summary of reporting requirements and responsibilities
- Appendix 12: Standard terminal evaluation TOR

Appendix 1: Incremental cost analyses

Project Component	Baseline		Alternative (Baseline + Increment)		Increment	
Component 1: National- and Landscape-Level Action and Advocacy	Current and on-going projects for multi-objective management of landscapes for sustainable development with spatial integration of land uses and sectoral integration of programs and policies.		Policy advocacy, investment, capacity building, research and outreach strategies developed increasing implementation of state-of-the-art innovations, tools and concepts and foster new multi-sectoral partnerships.		GEF: US \$400,400	
	Programs implement elements of integrated landscape management but institutional capacity and investment opportunities are limited, and policy processes lack evidence of global state-of-the-art innovations, programs and tools.		Capacity building and tool development increases to equip institutions to understand the relationships at play in landscapes and assess the synergies and tradeoffs for achieving biodiversity and ecosystem conservation, agricultural production and livelihood security.		Co-finance: US \$1,320,068	
	Total	US\$5,424,198	Total	US \$7,148,666	Total	US \$1,720,468
Component 2: L-SLM Global Knowledge Base and Global Resource Portfolio	Key regional and international assessments of the status, prognosis, and options for addressing linked agriculture-environment-livelihood challenges		Global knowledge base on L-SLM, presented for practitioners, program managers, and policy-makers to support cross-sectoral collaboration and scaling-up the L-SLM approach		GEF: US \$362,500	
	International meetings and conferences bringing together two or three sectors to influence research, development programs or policies. Baseline conferences tend to target		Knowledge sharing promoted through collaborative Knowledge Product development, consultations, and dialogue, including through the Imitative website.		Co-finance: US\$ 695,356	

Project Component	Baseline		Alternative (Baseline + Increment)		Increment	
	international policy processes or smallholder/community leader involvement, but rarely both. In other cases, baseline meetings are highlighting initiatives and findings related to one perspective on integrated landscape management.		International Forum that transcends sectors incorporates elements of a scientific meeting for shaping research agendas, a workshop for discussing and developing relevant tools and training materials, and an international summit for influencing key policy actors and processes.			
	<i>Total</i>	<i>US\$1,372,900</i>	<i>Total</i>	<i>US \$2,430,756</i>	<i>Total</i>	<i>US \$1,057,856</i>
Component 3: Project Management, M&E	Baseline initiatives have limited knowledge sharing or sectoral involvement. There is no existing management system that meets the specific needs of this Initiative.		Project adaptively managed for wide knowledge sharing and sectoral involvement. Project documentation provides foundation for an analysis of lessons learned.		GEF: US \$146,600 Co-finance: \$333,800	
	<i>Total</i>	<i>US \$634,200</i>	<i>Total</i>	<i>US \$1,114,600</i>	<i>Total</i>	<i>US \$480,400</i>
Total Cost:	<i>Baseline:</i>	<i>US \$12,023,298</i>	<i>Alternative:</i>	<i>US \$15,755,166</i>	<i>Total:</i>	<i>US \$3,621,868</i>

Appendix 2: Work plan and timetable

Project Activities	Three-month periods ending:							
	Mar-12	Jun-12	Sep-12	Dec-12	Mar-13	Jun-13	Sept-12	Dec-13
	Mo. 3	Mo. 6	Mo. 9	Mo. 12	Mo. 15	Mo. 18	Mo. 21	Mo. 24
Component 1: National- and landscape-level action and advocacy								
Activity 1.1: Support for L-SLM implementation in at least 12 landscapes in at least 5 countries								
Activity 1.2: Support for L-SLM mainstreaming through advocacy and uptake of policy, investment, and research agendas								
Activity 1.3: L-SLM leadership development and strategic planning								
Component 2: L-SLM Global Knowledge Base and Global Resource Portfolio								
Activity 2.1: Joint action planning for L-SLM experts, champions, and ‘bridge’ stakeholders								
Activity 2.2: Development and dissemination of Global Knowledge Base								
Activity 2.3: Development and dissemination of Global Resource Portfolio								
Component 3: Project management, monitoring and evaluation								
Activity 3.1: Project coordination to foster smooth collaboration among co-organizers, IAC, and working groups								
Activity 3.2: Project monitoring and evaluation								

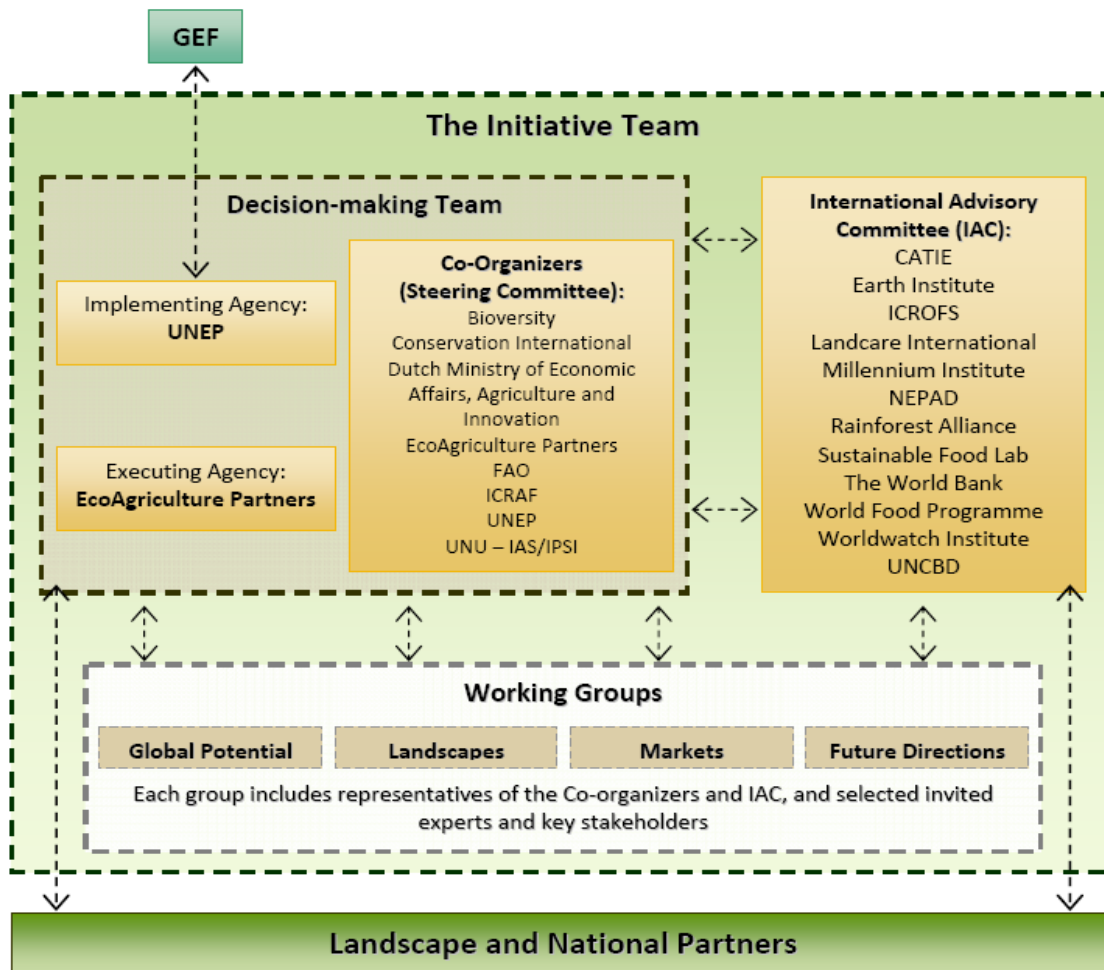
Appendix 3: Team member roles, expertise, and comparative advantage

Team Member	Role	Expertise and comparative advantage
UNEP	Implementing agency & co-organizer	UN organization and international leader in caring for the environment; centrally involved in all components of the Initiative
EcoAgriculture Partners	Executing agency & co-organizer	Cross-sectoral, partnership-based organization that works to bridge different interests and perspectives to integrate agriculture and environmental conservation; centrally involved in all components of the Initiative
Bioversity International	Co-organizer	CGIAR center and leading authority on agricultural biodiversity and sustainable use of genetic resources for SLM; involved in the Global Knowledge Base and implementation in key landscapes
Conservation International	Co-organizer	Leader in uniting science and partnerships to care for nature and global biodiversity; involved in the Global Knowledge Base and implementation in key landscapes and through policy advocacy
FAO	Co-organizer	UN agency focused on advancing sustainable agricultural solutions for food security; will participate in all Initiative components
ICRAF	Co-organizer	Leader in resource conserving agriculture, with integrated landscape projects in Africa and Asia; will participate in all Initiative components
IUCN	Co-organizer	Leader in applying the ecosystem approach in mosaic landscapes; involved in the Global Knowledge Base, Global Resource Portfolio, implementation and policy advocacy
UNU-IAS/IPSI	Co-organizer	International learning platform and community of practice for integrated rural landscape management; key network for dissemination and use of Global Knowledge Base and Global Resource Portfolio, with landscape-level action through network partners
CATIE	IAC member	Research organization working toward mechanisms and solutions for integrating agriculture and environmental conservation in Latin America; involved in the Global Knowledge Base, implementation, and policy advocacy in Latin America
CBD	IAC member	UN Convention focused on conservation and sustainable use of biological diversity in rural landscapes; involved in implementation and policy advocacy
Earth Institute at Columbia Univ.	IAC member	Pioneer in developing resource management strategies for poverty alleviation, e.g. Millennium Villages Project; also leaders in monitoring and assessment of agricultural landscape impact; involved in Global Knowledge Base and field implementation
East African Farmers Federation	IAC member	Grassroots farmer organization partner; active in the Global Resource Portfolio, capacity building, and implementation
Govt. Netherlands	Co-Organizer	Ministry of Economic Affairs, Agriculture and Innovation, active in promotion of Climate-Smart Agriculture advocacy, knowledge products, dissemination

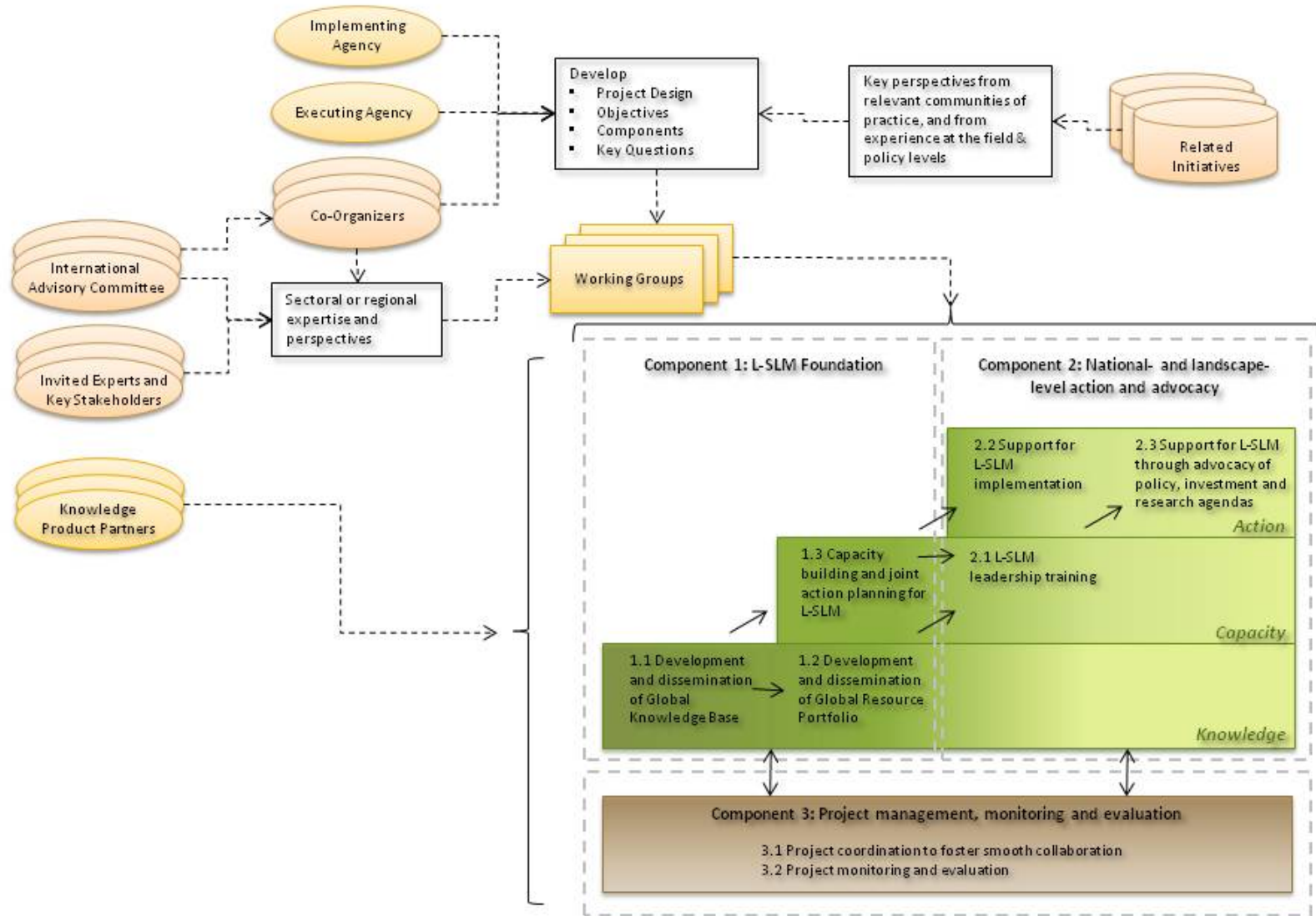
ICROFS	IAC member	Leading research agency for integrating agriculture and environment related to organic systems; involved in building Global Knowledge Base, and in policy advocacy through partners
IFAD	IAC member (2012)	UN agency focused on eradicating hunger and poverty in developing countries through agricultural development and sustainable resource management; involved in Global Resource Portfolio, field implementation, and policy
Landcare International	IAC member	Leader in promoting farmer-led practices for SLM; involved in capacity building and implementation, supported by Global Resource Portfolio
Millennium Institute	IAC member	Civil society organization that supports national policy solutions to integrate multi-objectives for rural lands; involved in Global Knowledge Base, formulation of action agendas, and policy
NEPAD	IAC member	Organization of the African Union, connected with TerrAfrica, a leading laboratory for SLM practice and policy in Africa; involved in all Initiative components
Rainforest Alliance	IAC member	Leader in transforming land-use practice and consumer behavior for biodiversity conservation and sustainable livelihoods; involved in Global Knowledge Base and implementation with private sector partners
Sustainable Food Lab	IAC member	Leading consortium in pursuing market-based solutions to building practices and partnerships for sustainability in supply chains; involved in implementation and policy with private sector partners
UNDP	IAC member	UN agency that supports the work of the Equator Initiative, a farmer/community focused stakeholder forum that builds capacity for local conservation and the sustainable use of biodiversity; will be involved in developing and disseminating the Global Resource Portfolio for capacity building and field implementation, especially by grassroots stakeholders
United Nations Foundation	IAC member	Supports work on several continents involving the integration of agriculture, conservation, and rural energy; involved in the Global Knowledge Base, formulation of action agendas, and policy advocacy
World Bank	IAC member	International organization supporting pilot L-SLM projects on several continents; involved primarily in the formulation of action agendas and implementation
World Food Programme	IAC Member	International organization supporting pilot L-SLM projects on several continents; involved primarily in landscape implementation and development of knowledge products
Worldwatch Institute	IAC member	Civil society organization that has conducted outreach and awareness raising of SLM and resource-conserving agriculture through the Nourishing the Planet initiative; involved in dissemination and outreach for the Global Knowledge Base, Global Resource Portfolio, and action agendas

Appendix 4: Institutional arrangement and decision-making flowchart

Institutional Arrangement for A Global Initiative on Landscapes for People, Food and Nature



Decision-making flowchart for A Global Initiative on Landscapes for People, Food and Nature



Appendix 5: GEF Budget by project components and UNEP budget lines

GEF Budget

**REVISED, 26-DEC-2011

Project No: GLF/3401

Project Name: A Global Initiative for Landscapes for People, Food and Nature

UNEP BUDGET LINE/OBJECT OF EXPENDITURE		EXPENDITURE BY PROJECT COMPONENT/ACTIVITY *					EXPENDITURE BY YEAR		
		1	2	3 (M&E)	3 (proj mgmt)	Total	Yr.1	Yr.2	Total
		US\$	US\$	US\$	US\$	US\$	US\$	US\$	US\$
10	PROJECT PERSONNEL COMPONENT								
	1200 Personnel w/m (Give description of activity/service)								
Int'l	1201 Project Manager	14,000	6,500	1,500	26,000	48,000	24,000	24,000	48,000
Int'l	1202 Co-Project Mgmtr- Global Knowledge Base & Global Resource Portfolio	36,000	6,000	2,000	11,500	55,500	27,500	28,000	55,500
Int'l	1203 Co-Project Mgmtr- Forum, Action and Advocacy	36,000	20,500		10,500	67,000	33,000	34,000	67,000
Int'l	1204 Program Associates	12,000	21,000	1,000	10,600	44,600	21,600	23,000	44,600
Int'l	1205 Financial & Admin personnel			500	22,500	23,000	10,000	13,000	23,000
Int'l	1206 Leader for Capacity Building and Leadership Training	14,000	31,500			45,500	20,500	25,000	45,500
Int'l	1207 Research Associate	17,500	2,500			20,000	11,500	8,500	20,000
Int'l	1207 Knowledge Product Experts & Practitioners (Int'l)	60,000				60,000	40,000	20,000	60,000
Local	1208 Knowledge Product Experts & Practitioners (Local)	50,000				50,000	35,000	15,000	50,000
Local	1209 In-country trainers & resource persons for L-SLM trainings (local)		30,000			30,000	5,000	25,000	30,000
Int'l	1210 Website Developer/Manager	4,000	1,500			5,500	3,500	2,000	5,500
Local	1211 Graphic Designer	2,500				2,500	1,500	1,000	2,500
Local	1212 Photographer / Videographer	4,500				4,500	500	4,000	4,500
Int'l	1213 Admin Assistant	5,000	3,000		10,000	18,000	8,000	10,000	18,000
Local	1214 Meeting facilitators	12,500				12,500	3,500	9,000	12,500
	1215 Travel costs of personnel	26,500	15,500		6,000	48,000	19,500	28,500	48,000
	1299 Total	294,600	138,000	5,000	97,100	534,600	264,600	270,000	534,600
	1600 Travel on official business (above staff)								
	1601 Travel by RES Office					0			0
	1699 Total	0	0	0	0	0	0	0	0
	1999 Component Total	294,600	138,000	5,000	97,100	534,600	264,600	270,000	534,600
30	TRAINING COMPONENT								
	3300 Meetings/conferences: (give title)								
	3301 Inception Workshop	5,000	3,500			8,500	8,500		8,500
	3302 Project Steering Committee Meetings	4,500	2,500			7,000	3,500	3,500	7,000

GEF Budget

**REVISED, 26-DEC-2011

Project No: GLF/3401

Project Name: A Global Initiative for Landscapes for People, Food and Nature

UNEP BUDGET LINE/OBJECT OF EXPENDITURE	EXPENDITURE BY PROJECT COMPONENT/ACTIVITY *					EXPENDITURE BY YEAR		
	1	2	3 (M&E)	3 (proj mgmt)	Total	Yr.1	Yr.2	Total
	US\$	US\$	US\$	US\$	US\$	US\$	US\$	US\$
3303 Working Groups	22,000	19,000			41,000	25,000	16,000	41,000
3304 L-SLM International Forum	120,200	85,000			205,200		205,200	205,200
3305 L-SLM leadership training in three countries		91,000			91,000	26,000	65,000	91,000
3399 Total	161,700	201,000	0	0	362,700	63,000	289,700	352,700
3999 Component Total	161,700	201,000	0	0	362,700	63,000	289,700	352,700
50 MISCELLANEOUS COMPONENT								
5200 Reporting costs (publications, maps, newsletters, printing, etc)								
5201 Reporting and dissemination	33,200	12,000			45,200	10,000	35,200	45,200
5202					0			0
5299 Total	33,200	12,000	0	0	45,200	10,000	35,200	45,200
5300 Sundry (communications, postage, copies, freight, clearance charges, etc)	11,500	11,500	2,000	2,500	27,500	12,500	15,000	27,500
5301 Communications for RES		0	0	0	0			0
5399 Total	0	0	0	0	0	0	0	0
5500 Evaluation (consultants fees/travel/ DSA, admin support, etc. internal projects)								
5501 Travel, accommodation, per diems for Technical Committee Meeting					0			0
5599 Total	11,500	11,500	2,000	2,500	27,500	12,500	15,000	27,500
5999 Component Total	44,700	23,500	2,000	2,500	72,700	22,500	50,200	72,700
TOTAL BEFORE UNEP PARTICIPATION COSTS	490,900	362,500	7,000	99,600	960,000	350,100	609,900	960,000
UNEP PARTICIPATION COSTS								
50 MISCELLANEOUS COMPONENT								
5500 Evaluation (consultants fees/travel/ DSA, admin support, etc. internal projects)								
5582 Final Evaluation (to be paid directly by UNEP)			40,000		40,000		40,000	40,000
5599 Total	0	0	40,000	0	40,000	0	40,000	40,000
5999 Component Total	0	0	40,000	0	40,000	0	40,000	40,000

GEF Budget

**REVISED, 26-DEC-2011

Project No: GLF/3401

Project Name: A Global Initiative for Landscapes for People, Food and Nature

UNEP BUDGET LINE/OBJECT OF EXPENDITURE	EXPENDITURE BY PROJECT COMPONENT/ACTIVITY *					EXPENDITURE BY YEAR		
	1	2	3 (M&E)	3 (proj mgmt)	Total	Yr.1	Yr.2	Total
	US\$	US\$	US\$	US\$	US\$	US\$	US\$	US\$
TOTAL COSTS	490,900	362,500	47,000	99,600	1,000,000	350,100	649,900	1,000,000

Appendix 6: Co-financing by source and UNEP budget lines

Co-Financing Budget

**REVISED, 26-DEC-2011

Project No: GLF/3401

Project Name: A Global Initiative for Landscapes for People, Food and Nature

CO-FINANCING SOURCE	CO-FINANCING BY PROJECT COMPONENT/ACTIVITY *					CO-FINANCING BY TYPE		
	1	2	3 (M&E)	3 (proj mgmt)	Total	Cash	In-Kind	Total
	US\$	US\$	US\$	US\$	US\$	US\$	US\$	US\$
Bioversity International	47,199	9,160	8,400	25,000	89,759	25,000	64,759	89,759
Centro Agronomico Tropical de Investigacion y Ensenaza	23,071	8,604		9,860	41,535	-	41,535	41,535
Conservation International	69,029	11,592	6,190	25,000	111,811	25,000	86,811	111,811
EcoAgriculture Partners	341,000	150,400	9,000	24,000	524,400	402,000	122,400	524,400
World Agroforestry Centre	163,988	112,050	18,000	97,440	391,478	25,000	366,478	391,478
International Center on Research in Organic Farming Systems	46,674	11,240	3,000	8,600	69,514	-	69,514	69,514
Millennium Institute	30,227	18,081	3,000	18,000	69,308	-	69,308	69,308
Program on Forests (PROFOR)	20,000	27,000	3,000	10,000	60,000	30,000	30,000	60,000
Rainforest Alliance	48,010	8,835	3,210		60,055	-	60,055	60,055
United Nations University/Int'l Partnership for Satoyama Initiative	226,640	17,100	10,700	25,000	279,440	25,000	254,440	279,440
United Nations Foundation	63,191	12,100		26,400	101,691	-	101,691	101,691
Worldwatch Institute	-	34,194			34,194	-	34,194	34,194
United Nations Environment Programme	489,683	90,000			579,683	90,000	489,683	579,683
Food and Agriculture Organization of the United Nations	24,000	25,000			49,000	25,000	24,000	49,000
World Food Programme		160,000			160,000	160,000		160,000
					-			-
					-			-
					-			-
					-			-
					-			-
					-			-
					-			-
					0			0
					0			0
					0			0
					0			0
					0			0
					0			0
Totals	1,592,712	695,356	64,500	269,300	2,621,868	807,000	1,814,868	2,621,868

Appendix 7: Co-Financing and Support Letters from Project Partners

Co-financing commitments have been secured from the following project partners:

- Bioversity International
- Centro Agronómico Tropical de Investigación y Enseñanza
- Conservation International
- EcoAgriculture Partners Board
- World Agroforestry Centre
- International Centre for Research in Organic Food Systems
- Millennium Institute
- Program on Forests (PROFOR)
- Rainforest Alliance
- UN University Institute of Advanced Studies/Intern. Partnership for Satoyama Initiative
- United Nations Foundation
- Worldwatch Institute
- United Nations Environment Programme
- Food and Agriculture Organization of the United Nations
- World Food Programme



Dr. Maryam Niamir-Fuller

Director, Division of GEF Coordination

United Nations Environment Programme

Nairobi, Kenya

07 March 2011

Dear Dr. Niamir-Fuller:

Re: Co-financing to support the project "Ecoagriculture Knowledge Exchange: Global Initiative"

Dear Dr. Niamir-Fuller:

I am pleased to confirm the commitment of Bioversity International to contribute co-financing for the UNEP-supported Ecoagriculture Knowledge Exchange: Global Initiative.

We recognize the strategic importance of this initiative, and are committing resources to it because we perceive a great need to improve, advance, and mainstream the use of integrated landscape management (ecoagriculture and related approaches) to meet current challenges related to food security, land degradation, climate change, diminishing ecosystem services, and species extinction. In its limited use to date, ecoagriculture and related landscape management approaches have shown considerable promise; however, the evidence base related to such approaches remains fragmentary; knowledge and innovation has not been widely shared; public and private investments have not been widely leveraged; and sectoral divisions still inhibit the formation of broad coalitions and partnerships that might advance the most effective policy and management solutions. The Ecoagriculture Knowledge Exchange will support our own organization's efforts to advance effective approaches to multi-objective landscape management by addressing each of these constraints.

Bioversity International commits a total of \$25,000 in cash co-financing and \$64,759 in in-kind co-financing to support the above-mentioned initiative. This co-financing will be provided as follows:

- \$10,199 of in-kind support to Component 1 (Global Review) consisting of staff contributions to Knowledge Products described in the project document
- \$44,160 of in-kind support to Component 2 (Conference) consisting of staff time, travel costs, and registrations to participate in the Knowledge Exchange
- \$10,400 of in-kind support to Component 3 (Implementation) consisting of staff time and travel costs to participate in the development and presentation of action agendas in key venues
- \$25,000 of cash co-financing to support the initiative overall

**Improving lives
through
biodiversity
research**

Thank you for your support of this important initiative.

Sincerely

Emile Frison

Director General

Bioversity International

IPGRI and INIBAP
operate under the name
Bioversity International
Supported by the CGIAR

Headquarters: Via dei Tre Denari, 472/a, 00057 Maccarese, Rome, Italy
Tel.: (39) 0661181 Email: bioversity@cgiar.org www.bioversityinternational.org



December 1, 2011

Dr. Maryam Niamir-Fuller
Director, Division of GEF Coordination
United Nations Environment Programme
Nairobi, Kenya

Re: Co-financing to support the project "Landscapes for People, Food and Nature: Global Initiative"

Dear Dr. Niamir-Fuller:

I am pleased to confirm the commitment of CATIE to contribute co-financing for the UNEP-supported Landscapes for People, Food and Nature: Global Initiative.

We recognize the strategic importance of this initiative, and are committing resources to it because we perceive a great need to improve, advance, and mainstream the use of integrated landscape management (ecoagriculture and related approaches) to meet current challenges related to food security, land degradation, climate change, diminishing ecosystem services, and species extinction. In its limited use to date, ecoagriculture and related landscape management approaches have shown considerable promise. However, the evidence base related to such approaches remains fragmentary; knowledge and innovation has not been widely shared; public and private investments have not been widely leveraged; and sectoral divisions still inhibit the formation of broad coalitions and partnerships that might advance the most effective policy and management solutions. The initiative will support our own organization's efforts to advance effective approaches to multi-objective landscape management by addressing each of these constraints.

CATIE commits a total of \$41,535 in in-kind co-financing to support the above-mentioned initiative. This co-financing will be provided as follows:

- \$8071 of in-kind support to Component 1 (Global Review) consisting of staff contributions to Knowledge Products described in the project document
- \$23,604 of in-kind support to Component 2 (Conference) consisting of staff time, travel costs, and registrations to participate in the international knowledge exchange
- \$9860 of in-kind support to Component 3 (Implementation) consisting of staff time and travel costs to participate in the development and presentation of action agendas in key venues

Thank you for your support of this important initiative.

Sincerely,

Fabrice DeClerck
Professor
CATIE

September 14, 2011

Dr. Maryam Niamir-Fuller
Director, Division of GEF Coordination
United Nations Environment Programme
Nairobi, Kenya

Re: Co-financing to support the project “Landscapes for People, Food and Nature: Global Initiative”

Dear Dr. Niamir-Fuller:

I am pleased to confirm the commitment of Conservation International to contribute co-financing for the UNEP-supported Landscapes for People, Food and Nature: Global Initiative.

We recognize the strategic importance of this initiative, and are committing resources to it because we perceive a great need to improve, advance, and mainstream the use of integrated landscape management (ecoagriculture and related approaches) to meet current challenges related to food security, land degradation, climate change, diminishing ecosystem services, and species extinction. In its limited use to date, ecoagriculture and related landscape management approaches have shown considerable promise. However, the evidence base related to such approaches remains fragmentary; knowledge and innovation has not been widely shared; public and private investments have not been widely leveraged; and sectoral divisions still inhibit the formation of broad coalitions and partnerships that might advance the most effective policy and management solutions. The initiative will support our own organization's efforts to advance effective approaches to multi-objective landscape management by addressing each of these constraints.

Conservation International commits a total of \$25,000 in cash co-financing and \$86,811 in in-kind co-financing to support the above-mentioned initiative. This co-financing will be provided as follows:

- \$46,179 of in-kind support to Component 1 (Global Review) consisting of staff contributions to Knowledge Products described in the project document
- \$31,592 of in-kind support to Component 2 (Conference) consisting of staff time, travel costs, and registrations to participate in the international knowledge exchange
- \$9,040 of in-kind support to Component 3 (Implementation) consisting of staff time and travel costs to participate in the development and presentation of action agendas in key venues
- \$25,000 of cash co-financing to support the initiative overall

Thank you for your support of this important initiative.

Sincerely,



Fred Boltz, Ph.D.
Senior Vice-President for Global Initiatives
Climate Change Lead
Conservation International



September 14, 2011

Dr. Maryam Niamir-Fuller
Director, Division of GEF Coordination
United Nations Environment Programme
Nairobi, Kenya

Re: Co-financing to support the project "Landscapes for People, Food and Nature Initiative"

Dear Dr. Niamir-Fuller:

I am pleased to confirm the commitment of the Board of Directors of EcoAgriculture Partners to contribute co-financing for the UNEP-supported Landscapes for People, Food and Nature Initiative.

Please note that this we are writing to you in our capacity as Board members of EcoAgriculture Partners, not as representatives of our respective institutions. We are contributing our voluntary time to this initiative.

We recognize the strategic importance of this initiative, and are committing resources to it because we perceive a great need to improve, advance, and mainstream the use of integrated landscape management (ecoagriculture and related approaches) to meet current challenges related to food security, land degradation, climate change, diminishing ecosystem services, and species extinction. In its limited use to date, ecoagriculture and related landscape management approaches have shown considerable promise. However, the evidence base related to such approaches remains fragmentary; knowledge and innovation has not been widely shared; public and private investments have not been widely leveraged; and sectoral divisions still inhibit the formation of broad coalitions and partnerships that might advance the most effective policy and management solutions. The initiative will support our own organization's efforts to advance effective approaches to multi-objective landscape management by addressing each of these constraints.

The Board of Directors of EcoAgriculture Partners commits a total of US\$ 122,400 in in-kind co-financing to support the above-mentioned initiative. This co-financing will be provided as follows:

- US\$ 36,000 of in-kind support to Component 1 (Global Review) consisting of Board members voluntary time to preparing Knowledge Products described in the project document (5 days x 6 Board members @ US\$1200/day);
- \$ 50,400 of in-kind support to Component 2 (Conference) consisting of Board members voluntary time to participate in the international knowledge exchange (7 days x 6 Board members @ US\$1200/day); and
- US\$ 36,000 of in-kind support to Component 3 (Implementation) consisting of Board members voluntary time to participate in the development and presentation of action agendas in key venues (5 days x 6 Board members @ US\$1200/day).

Thank you for your support of this important initiative.

Sincerely,

Dr Minu Hemmati
Chair of the Board of Directors, EcoAgriculture Partners



May 16, 2011

Dr. Maryam Niamir-Fuller
Director, Division of GEF Coordination
United Nations Environment Programme
Nairobi, Kenya

Re: Co-financing to support the project "Landscapes for People, Food and Nature: Global Initiative"

Dear Dr. Niamir-Fuller:

I am pleased to confirm the commitment of the World Agroforestry Centre to contribute co-financing for the UNEP-supported Landscapes for People, Food and Nature: Global Initiative.

We recognize the strategic importance of this initiative, and are committing resources to it because we perceive a great need to improve, advance, and mainstream the use of integrated landscape management (ecoagriculture and related approaches) to meet current challenges related to food security, land degradation, climate change, diminishing ecosystem services, and species extinction. In its limited use to date, ecoagriculture and related landscape management approaches have shown considerable promise. However, the evidence base related to such approaches remains fragmentary; knowledge and innovation has not been widely shared; public and private investments have not been widely leveraged; and sectoral divisions still inhibit the formation of broad coalitions and partnerships that might advance the most effective policy and management solutions. The initiative will support our own organization's efforts to advance effective approaches to multi-objective landscape management by addressing each of these constraints.

The World Agroforestry Centre commits a total of \$ 25,000 in cash co-financing and \$366,478 in-kind co-financing to support the above-mentioned initiative. This co-financing will be provided as follows:

- \$133,678 of in-kind support to Component 1 (Global Review) consisting of staff contributions to Knowledge Products described in the project document
- \$117,050 of in-kind support to Component 2 (Conference) consisting of staff time, travel costs, and registrations to participate in the international knowledge exchange
- \$115,750 of in-kind support to Component 3 (Implementation) consisting of staff time and travel costs to participate in the development and presentation of action agendas in key venues
- \$25,000 of cash co-financing to support the initiative overall

Thank you for your support of this important initiative.

Sincerely,

Dennis Garrity,
Director General
World Agroforestry Centre

United Nations Avenue, Gigiri | PO Box 30677-00100 Nairobi, Kenya | Ph: +254 20 7224000 or +1 650 833 6645
Fax: +254 20 7224001 or 1 650 833 6646 | Email: icraf@cgiar.org | <http://www.worldagroforestrycentre.org>



Dr. Maryam Niamir-Fuller
Director, Division of GEF Coordination
United Nations Environment Programme
Nairobi
Kenya

Date: 15 April 2011
Ref.: LIAN
J.no.:
Direct Phone: +45 89 99 18 23

Re: Co-financing to support the project "Ecoagriculture Knowledge Exchange: Global Initiative"

Dear Dr. Niamir-Fuller:

I am pleased to confirm the commitment of the International Centre for Research in Organic Food Systems (ICROFS) to contribute co-financing for the UNEP-supported Ecoagriculture Knowledge Exchange: Global Initiative.

We recognize the strategic importance of this initiative, and are committing resources to it because we perceive a great need to improve, advance, and mainstream the use of agro-ecological methods for eco-functional intensification in integrated landscape management (ecoagriculture and related approaches) to meet current challenges related to food security, land degradation, climate change, diminishing ecosystem services, and species extinction. In its limited use to date, ecoagriculture and related landscape management approaches have shown considerable promise; however, the evidence base related to such approaches remains fragmentary; knowledge and innovation has not been widely shared; public and private investments have not been widely leveraged; and sectoral divisions still inhibit the formation of broad coalitions and partnerships that might advance the most effective policy and management solutions. The Ecoagriculture Knowledge Exchange will support our own organization's efforts to advance effective approaches to multi-objective landscape management by addressing each of these constraints.

ICROFS commits a total of \$69,514 in in-kind co-financing to support the above-mentioned initiative. This co-financing will be provided as follows:

- \$34,674 of in-kind support to Component 1 (Global Review) consisting of staff contributions to Knowledge Products described in the project document
- \$21,240 of in-kind support to Component 2 (Conference) consisting of staff time, travel costs, and registrations to participate in the Knowledge Exchange
- \$13,600 of in-kind support to Component 3 (Implementation) consisting of staff time and travel costs to participate in the development and presentation of action agendas in key venues

Thank you for your support of this important initiative.

Sincerely,

Niels Halberg
Director
ICROFS

International Centre for Research in
Organic Food Systems (ICROFS)
P.O. Box 50, Blichers Allé 20
DK-8830 Tjele, Denmark

Phone: +45 89 99 16 75
Fax: +45 89 99 16 73
E-mail: icrofs@icrofs.org
www.icrofs.org



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Treasurer, Board of Trustees

Arlington, 3 April 2011

Dr. Maryam Niamir-Fuller
Director, Division of GEF Coordination
United Nations Environment Programme
Nairobi, Kenya

Re: Co-financing to support the project "Ecoagriculture Knowledge Exchange: Global Initiative"

Dear Dr. Niamir-Fuller:

I am pleased to confirm the Millennium Institute's commitment to contribute co-financing for the UNEP-supported Ecoagriculture Knowledge Exchange: Global Initiative.

We recognize the strategic importance of this initiative, and are committing resources to it because we perceive a great need to improve, advance, and mainstream the use of integrated landscape management (ecoagriculture and related approaches) to meet current challenges related to food security, land degradation, climate change, diminishing ecosystem services, and species extinction. In its limited use to date, ecoagriculture and related landscape management approaches have shown considerable promise; however, the evidence base related to such approaches remains fragmentary; knowledge and innovation has not been widely shared; public and private investments have not been widely leveraged; and sectoral divisions still inhibit the formation of broad coalitions and partnerships that might advance the most effective policy and management solutions. The Ecoagriculture Knowledge Exchange will support our own organization's efforts to advance effective approaches to multi-objective landscape management by addressing each of these constraints.

The Millennium Institute commits a total of \$69,308.00 in in-kind co-financing to support the above-mentioned initiative. This co-financing will be provided as follows:

- \$22,608.00 of in-kind support to Component 1 (Global Review) consisting of staff contributions to Knowledge Products described in the project document
- \$23,700.00 of in-kind support to Component 2 (Conference) consisting of staff time, travel costs, and registrations to participate in the Knowledge Exchange

- \$23,000.00 of in-kind support to Component 3 (Implementation) consisting of staff time and travel costs to participate in the development and presentation of action agendas in key venues

Thank you for your support of this important initiative.

Sincerely,



Hans R Herren

President Millennium Institute

A nonprofit organization promoting long-term integrated global thinking

**Headquarters: 2200 Wilson Boulevard,
suite 650
Arlington, VA 22201-3357, USA**

**Tel. + 1 703 841 0048; Fax + 1 703 841
0050;**

e-mail: hh@millennium-institute.org

**European Office:157 Route du Grand
Lancy
CH-1213 Onex, Geneva, Switzerland**

**Tel. + 41 22 792 1659; Fax + 41 22 792
1667;**

e-mail: andy@sundberg.com

<http://www.millennium-institute.org>

Recycled paper

June 6, 2011

Dr. Maryam Niamir-Fuller
Director, Division of GEF Coordination
United Nations Environment Programme
Nairobi, Kenya

Re: PROFOR Co-financing to support the project
"Ecoagriculture Knowledge Exchange: Global Initiative"

Dear Dr. Niamir-Fuller:

As you may know, the Program on Forests (PROFOR) is a multidonor partnership program, with its Secretariat based at the World Bank. As Program Manager for PROFOR, I am pleased to confirm our commitment to contribute co-financing for the proposed UNEP-supported Ecoagriculture Knowledge Exchange: Global Initiative.

We recognize the strategic importance of this initiative, and are committing resources to it because we perceive a great need to improve, advance, and mainstream the use of integrated landscape management (ecoagriculture and related approaches) to meet current challenges related to food security, land degradation, climate change, diminishing ecosystem services, and species extinction. In its limited use to date, ecoagriculture and related landscape management approaches have shown considerable promise; however, the evidence base related to such approaches remains fragmentary; knowledge and innovation has not been widely shared; public and private investments have not been widely leveraged; and sectoral divisions still inhibit the formation of broad coalitions and partnerships that might advance the most effective policy and management solutions. The Ecoagriculture Knowledge Exchange will support our own organization's efforts to advance effective approaches to multi-objective landscape management by addressing each of these constraints.

PROFOR commits a total of \$60,000--\$30,000 in cash co-financing and \$30,000 in in-kind co-financing-- to support the above-mentioned initiative. This co-financing will be provided as follows:

- \$20,000 of in-kind support to Component 1 (Global Review) consisting of staff contributions to Knowledge Products described in the project document, and preparation of a publication on private sector investment in landscape initiatives

- \$5,000 of in-kind support to Component 2 (Conference) consisting of staff time, travel costs, and registrations to participate in the Knowledge Exchange
- \$5,000 of in-kind support to Component 3 (Implementation) consisting of staff time and travel costs to participate in the development and presentation of action agendas in key venues
- \$30,000 of cash co-financing to support the initiative overall.

Thank you for your support of this important initiative.

Sincerely,

A handwritten signature in blue ink that reads "Peter A. Dewees". The signature is fluid and cursive, with the first letters of each name being capitalized and prominent.

Peter A. Dewees
Program Manager
Program on Forests



June 13, 2011

Dr. Maryam Niamir-Fuller
Director, Division of GEF Coordination
United Nations Environment Programme
Nairobi, Kenya

Re: Co-financing to support the project “Landscapes for People, Food and Nature Initiative”

Dear Dr. Niamir-Fuller:

I am pleased to confirm the commitment of the Rainforest Alliance to contribute co-financing for the UNEP-supported Landscapes for People, Food and Nature Initiative.

We recognize the strategic importance of this initiative, and are committing resources to it because we perceive a great need to improve, advance, and mainstream the use of integrated landscape management (ecoagriculture and related approaches) to meet current challenges related to food security, land degradation, climate change, diminishing ecosystem services, and species extinction. In its limited use to date, ecoagriculture and related landscape management approaches have shown considerable promise. However, the evidence base related to such approaches remains fragmentary; knowledge and innovation has not been widely shared; public and private investments have not been widely leveraged; and sectoral divisions still inhibit the formation of broad coalitions and partnerships that might advance the most effective policy and management solutions. The initiative will support our own organization’s efforts to advance effective approaches to multi-objective landscape management by addressing each of these constraints.

The Rainforest Alliance commits a total of \$0 in cash co-financing and \$60,055 in in-kind co-financing to support the above-mentioned initiative. This co-financing will be provided as follows:

- \$31,010 of in-kind support to Component 1 (Global Review) consisting of staff contributions to Knowledge Products described in the project document
- \$23,835 of in-kind support to Component 2 (Conference) consisting of staff time, travel costs, and registrations to participate in the international knowledge exchange
- \$5,210 of in-kind support to Component 3 (Implementation) consisting of staff time and travel costs to participate in the development and presentation of action agendas in key venues
- \$0 of cash co-financing to support the initiative overall

Thank you for your support of this important initiative.

Sincerely,

Jeff Hayward
Director, Climate Program

Edward Millard
Director, Sustainable Landscapes

Elizabeth Kennedy
Director, Evaluation and Research

Rainforest Alliance

The Rainforest Alliance works to conserve biodiversity and ensure sustainable livelihoods by transforming land-use practices, business practices and consumer behavior.



UNITED NATIONS
UNIVERSITY

UNU-IAS
Institute of Advanced Studies

6F International Organizations Center
Pacifico-Yokohama
1-1-1 Minato Mirai
Nishi-ku, Yokohama 220-8502 Japan
Tel: +81-45-221-2300
Fax: +81-45-221-2302

国際連合大学高等研究所
〒220-8502
横浜市西区みなとみらい 1-1-1
パシフィコ横浜
横浜国際協力センター6F
URL: <http://www.ias.unu.edu>

June 13, 2011

Dr. Maryam Niamir-Fuller
Director, Division of GEF Coordination
United Nations Environment Programme
Nairobi, Kenya

Re: Co-financing to support the project "Ecoagriculture Knowledge Exchange: Global Initiative"

Dear Dr. Niamir-Fuller:

I am pleased to confirm the commitment of the United Nations University Institute of Advanced Studies (UNU-IAS) to contribute co-financing for the UNEP-supported Ecoagriculture Knowledge Exchange: Global Initiative.

We recognize the strategic importance of this initiative, and are committing resources to it because we perceive a great need to improve, advance, and mainstream the use of integrated landscape management (ecoagriculture and related approaches, such as the *Satoyama* Initiative) to meet current challenges related to food security, land degradation, climate change, diminishing ecosystem services, and species extinction. In its limited use to date, ecoagriculture and related landscape management approaches have shown considerable promise; however, the evidence base related to such approaches remains fragmentary; knowledge and innovation has not been widely shared; public and private investments have not been widely leveraged; and sectoral divisions still inhibit the formation of broad coalitions and partnerships that might advance the most effective policy and management solutions. The Ecoagriculture Knowledge Exchange will support our own organization's efforts to advance effective approaches to multi-objective landscape management by addressing each of these constraints.

The UNU-IAS commits a total of \$25,000 in cash co-financing and \$254,440 in in-kind co-financing to support the above-mentioned initiative. This co-financing will be provided as follows:

- \$153,640 of in-kind support to Component 1 (Global Review) consisting of staff contributions to Knowledge Products described in the project document
- \$87,100 of in-kind support to Component 2 (Conference) consisting of staff time, travel costs, and registrations to participate in the Knowledge Exchange
- \$13,700 of in-kind support to Component 3 (Implementation) consisting of staff time and travel costs to participate in the development and presentation of action agendas in key venues
- \$25,000 of cash co-financing to support the initiative overall

Thank you for your support of this important initiative.

Sincerely,

Kazu Takemoto
Director
Secretariat of the International Partnership for the *Satoyama* Initiative
The United Nations University Institute of Advanced Studies



UNITED NATIONS ENVIRONMENT PROGRAMME

Programme des Nations Unies pour l'environnement Programa de las Naciones Unidas para el Medio Ambiente
 Программа Организации Объединенных Наций по окружающей среде برنامج الأمم المتحدة للبيئة
 联合国环境规划署



NOTE for the FILES

		Date:	08 September 2011
From:	Ibrahim Thiaw Director DEPI	Reference:	DEPI/ TEU/MZ
Subject:	In Kind Co-finance Contribution to UNEP/GEF Project: 'Eco-agriculture Knowledge Exchange: Global Initiative'		

This is to confirm that the UNEP/GEF Project **'Eco-agriculture Knowledge Exchange: Global Initiative'** that is being proposed to the Global Environment Fund would complement very well UNEP's emerging strategic agenda and portfolio for agriculture.

We recognize the strategic importance of this initiative because of the need to improve and mainstream the use of integrated landscape management to meet current challenges related to food security, land degradation, climate change, diminishing ecosystem services, and biodiversity. In its limited use to date, eco-agriculture and related landscape management approaches have shown considerable promise; however, the evidence base related to such approaches remains fragmentary; knowledge and innovation has not been widely shared; public and private investments have not been leveraged to scale; and sectoral divisions still inhibit the formation of broad coalitions and partnerships that might advance the most effective policy and management solutions.

The Eco-agriculture Knowledge Exchange Project will support our efforts to advance effective approaches to multi-objective landscape management by addressing the above constraints. The value of our work during the first two years of the Project that is relevant and to the Project and that could be counted as co-financing is USD 489,683 (staff time contribution USD 299,683 and relevant activities USD 190,000).

Attachment:

1. Breakdown of the contribution

cc: Maryam Niamir-Fuller
 Mohammed Sessay
 Steve Twomlow
 Mario Boccucci

UNITED NATIONS FOUNDATION

June 3, 2011

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CHINA

Graça Machel - Emeritus
MOZAMBIQUE

Dr. Maryam Niamir-Fuller
Director, Division of GEF Coordination
United Nations Environment Programme
Nairobi, Kenya

Re: Co-financing to support the project “Ecoagriculture Knowledge Exchange: Global Initiative”

Dear Dr. Niamir-Fuller:

I am pleased to confirm the commitment of the United Nations Foundation to contribute co-financing for the UNEP-supported Ecoagriculture Knowledge Exchange: Global Initiative.

We recognize the strategic importance of this initiative, and are committing resources to it because we perceive a great need to improve, advance, and mainstream the use of integrated landscape management (ecoagriculture and related approaches) to meet current challenges related to food security, land degradation, climate change, diminishing ecosystem services, and species extinction. In its limited use to date, ecoagriculture and related landscape management approaches have shown considerable promise; however, the evidence base related to such approaches remains fragmentary; knowledge and innovation has not been widely shared; public and private investments have not been widely leveraged; and sectoral divisions still inhibit the formation of broad coalitions and partnerships that might advance the most effective policy and management solutions. The Ecoagriculture Knowledge Exchange will support our own organization’s efforts to advance effective approaches to multi-objective landscape management by addressing each of these constraints.

The United Nations Foundation commits a total of \$101,691 in in-kind co-financing to support the above-mentioned initiative. This co-financing will be provided as follows:

- \$63,191 of in-kind support to Component 1 (Global Review) consisting of staff contributions to Knowledge Products described in the project document
- \$12,100 of in-kind support to Component 2 (Conference) consisting of staff time, travel costs, and registrations to participate in the Knowledge Exchange

1800 Massachusetts Avenue, NW, Suite 400, Washington, DC 20036 Phone: 202.887.9040 Fax: 202.887.9021 www.unfoundation.org
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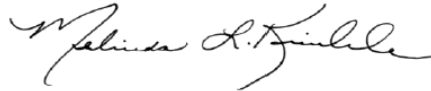
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UNITED NATIONS FOUNDATION


- \$26,400 of in-kind support to Component 3 (Implementation) consisting of staff time and travel costs to participate in the development and presentation of action agendas in key venues

Thank you for your support of this important initiative.

Sincerely yours,



Melinda L. Kimble
Senior Vice President



1800 Massachusetts Avenue, NW, Suite 400, Washington, DC 20036 Phone: 202.887.9040 Fax: 202.887.9021 www.unfoundation.org
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Dr. Maryam Niamir-Fuller
Director, Division of GEF Coordination
United Nations Environment Programme
Nairobi, Kenya
25 October, 2011

Re: World Food Programme Support for “A Global Initiative on Landscapes for People, Food and Nature”

Dear Maryam,

Along with other partners, the World Food Programme (WFP) is very pleased to confirm its commitment to the UNEP-supported project “A Global Initiative on Landscapes for People, Food and Nature”.

As you know, WFP is exploring how to scale-up its Food for Assets programs with a view to supporting the transition from emergencies through recovery to resilience. In this context, we are supporting EcoAgriculture Partners to help us determine the multiple benefits we can derive from our interventions across landscapes and ecosystems.

Specifically, we are providing Sara and her team with an initial \$160,000 to help us develop indicators to operate at landscape level scale looking at examples in 5 countries. With additional donor support, we may further support EcoAgriculture Partners to do similar work in other countries. And we look forward to presenting the results of this work at the People, Food and Nature gathering in Nairobi in March.

We feel that the Landscapes for People, Food and Nature Initiative will contribute importantly to advance effective approaches to WFP’s landscape and ecosystem management by building the essential knowledge base that is lacking in this area as well as critical partnerships.

We are grateful for your support of this important initiative and we look forward to working with you.

Best regards,

A handwritten signature in blue ink, appearing to read "Randall Purcell".

Randall Purcell
Senior Advisor, Policy and Strategy Division



Re: Co-financing to support the project “Ecoagriculture Knowledge Exchange: Global Initiative”

Dr. Maryam Niamir-Fuller
Director, Division of GEF Coordination
United Nations Environment Programme
Nairobi, Kenya

April 25th, 2011

Dear Dr. Niamir-Fuller:

I am pleased to confirm the commitment of Worldwatch Institute to contribute co-financing for the UNEP-supported Ecoagriculture Knowledge Exchange: Global Initiative.

We recognize the strategic importance of this initiative, and are committing resources to it because we perceive a great need to improve, advance, and mainstream the use of integrated landscape management (ecoagriculture and related approaches) to meet current challenges related to food security, land degradation, climate change, diminishing ecosystem services, and species extinction. In its limited use to date, ecoagriculture and related landscape management approaches have shown considerable promise; however, the evidence base related to such approaches remains fragmentary; knowledge and innovation has not been widely shared; public and private investments have not been widely leveraged; and sectoral divisions still inhibit the formation of broad coalitions and partnerships that might advance the most effective policy and management solutions. The Ecoagriculture Knowledge Exchange will support our own organization’s efforts to advance effective approaches to multi-objective landscape management by addressing each of these constraints.

The Worldwatch Institute commits a total of \$0.00 in cash co-financing and \$34,194 in in-kind co-financing to support the above-mentioned initiative. This co-financing will be provided as follows:

- \$34,194 in communications outreach consisting of one senior research, one research assistant, one communications associate, and one communications manager working the equivalent of one weeks each at their current rate of pay (work may be broken up into smaller daily portions and spread over a longer period of time) to reach out to the Nourishing the Planet’s extensive network of NGOs; journalists; policymakers; researchers; and farmers through our blog; networks; media pitches for print, web, radio, and broadcast media (both by phone and email); published articles, columns and opeds in targeted media outlets; newsletters; and various social media outlets including Twitter, Facebook, Flickr and Youtube. Additional budget for expenses relating to materials, printing, office supplies, telephone, etc. Also includes rate for participation in conference calls, conferences, meetings, and on implementation.

Sincerely,

Danielle Nierenberg

Senior Researcher & co-Project Director of the Nourishing the Planet project
The Worldwatch Institute



19 DEC 2011

Dear Dr. Niamir-Fuller,

Subject: Co-financing commitment to support the project "A Global Initiative on Landscapes for People, Food and Nature"

I am pleased to confirm the commitment of the Food and Agriculture Organization of the United Nations (FAO) to contribute co-financing for the UNEP-led Global Initiative on Landscapes for People, Food and Nature.

FAO commits a total of US\$ 25,000 in cash co-financing and US\$ 24,000 in-kind co-financing to support the above-mentioned initiative. This co-financing will be provided as follows:

- US\$ 14,000 of in-kind support to Component 1 (Landscape-Level Sustainable Land Management Knowledge Foundation) consisting of staff contributions and related expenses to support the Global Knowledge Base, Global Resource Portfolio, International Forum, and Action Planning.
- US\$ 10,000 of in-kind support to Component 2 (National and Landscape-Level Action and Advocacy) consisting of staff time contributions and related expenses for capacity building, landscape-level multi-stakeholder planning and implementation, and national level policy engagement to support the scaling-up of effective landscape-level sustainable land management.
- US\$ 25,000 of cash co-financing to support the initiative overall.

Thank you for your support of this important initiative.

Yours Sincerely,

M. Ann Tutwiler
Deputy Director General Knowledge

Dr. Maryam Niamir-Fuller
Director, Division of GEF Coordination
United Nations Environment Programme
Nairobi - Kenya



January 23, 2012

Dr. Maryam Niamir-Fuller
Director, Division of GEF Coordination
United Nations Environment Programme
Nairobi, Kenya

Re: Co-financing to support the project “A Global Initiative on Landscapes for People, Food and Nature”

Dear Maryam,

I am writing to confirm that the following organizations have provided additional in-cash financial resources for the Landscapes for People, Food and Nature Initiative through EcoAgriculture Partners, since our earlier submission of information to UNEP:

- Conservation International - \$60,000, for preparation of visual and other communications materials on the landscape approach, and a review of financing strategies for landscape initiatives
- ABCG (a USAID project) via Conservation International - \$45,000 to support two Global Review knowledge products
- World Agroforestry Centre - \$22,000 additional core contribution to costs of the International Forum in Nairobi in March 2012
- Hitz Family Foundation - \$200,000 to provide core support to the Landscapes for People, Food and Nature Initiative
- Government of the Netherlands, Ministry of Economic Affairs, Agriculture and Innovation - \$25,000 to provide core support to the LPFN Initiative
- World Resources Institute - \$25,000 to provide core support to the LPFN Initiative.
- TerrAfrica/Nepad - \$25,000 more of our existing grant has been allocated to co-finance inputs to the landscape literacy and resource guides of the Global Review.

In total, this represents an additional \$402,000 of in-cash co-finance for the UNEP/GEF proposal.

EcoAgriculture Partners • 730 11th St NW, Suite 301 • Washington DC 20001 • USA
T: (202) 393-5315 • F: (202) 393-2424 • www.ecoagriculture.org

Thanks for your support of this Initiative.

Sincerely,

A handwritten signature in black ink that reads "Sara J. Scherr". The signature is written in a cursive, flowing style.

Sara J. Scherr, President
EcoAgriculture Partners

Cc: Mohamed Sessay, UNEP; Lola Ogunremi, EcoAgriculture; Erik Nielsen,
EcoAgriculture

Appendix 8: Country endorsement letters

Endorsement letters have been received from the following countries:

- Sri Lanka
- Kenya
- Mali

Endorsements have been secured from the following project partners:

- East Africa Farmers Federation
- International Fund for Agricultural Development (letter pending)



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சுற்றுடல் அமைச்சு

MINISTRY OF ENVIRONMENT

"සම්පත්පාය" අංක: 82, රජමල්වත්ත පාර, බත්තරමුල්ල, ශ්‍රී ලංකාව.

"சம்பத்பாய", இல: 82, ரஜமல்வத்த வீதி, பத்தாமுல்லை, இலங்கை

"Sampathpaya" No:82, Rajamalwatta Road, Battaramulla, Sri Lanka.

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My No. }

ඔබේ අංකය }
உமது இல }
Your No. }

දිනය } 20.01.2012
திகதி }
Date }

Dr. Maryam Niamir-Fuller
Director, Division of GEF Coordination
United Nations Environment Programme
Nairobi, Kenya

Endorsement of the project: A Global Initiative on Landscapes for People, Food and Nature

Dear Dr. Niamir-Fuller:

In my capacity as GEF Operational Focal Point for Sri Lanka I confirm that the proposed project "A Global Initiative on Landscapes for People, Food and Nature" is in accordance with my government's national priorities and with our commitment to the Convention to Combat Desertification and to other relevant global conventions. I also confirm that the proposal was discussed with relevant stakeholders, including the relevant global environment convention focal points.

The Landscapes for People, Food and Nature Initiative is an innovative project that is highly relevant to Sri Lanka given its focus on addressing the complex nexus of food security, persistent rural poverty and biodiversity protection. Accordingly, I am pleased to endorse the request for funding to support the above mentioned project.

If approved, this project will directly support government of Sri Lanka efforts to improve, advance, and mainstream the use of landscape-level sustainable landscape management (L-SLM) to meet challenges related to land degradation, food security, climate change, diminishing ecosystem services, and species extinction. This project will support critical national, sub-national, and local efforts to advance effective L-SLM by addressing key constraints related to knowledge, tools and resources, capacity building, and policy support. For instance, The Development Policy Framework Government of Sri Lanka (*Mahinda Chanthana Vision for the Future*) recognized a new ecosystem base approach is necessary to resolve problems face by farmers due to unsustainable land use practices.

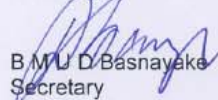
Moreover, this project will benefit existing in-country full size GEF projects, including "Mainstreaming biodiversity conservation and sustainable use for improved human nutrition and wellbeing" and "Mainstreaming agrobiodiversity conservation and use in Sri Lankan agro-ecosystems for livelihoods and adaptation to climate change."

In doing so, this focal area set-aside (FAS)-funded project will also support the objectives of GEF-funded projects in Sri Lanka funded through the GEF resource allocation system (RAF/STAR).

I request that UNEP provide a copy of this letter to the GEF Secretariat, as well as to other project partners as applicable.

Thank you for your support of this important and relevant initiative.

Sincerely,


B.M.U. D. Basnayake
Secretary
Ministry of Environment

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சென்றல் அமைச்சர் } +94-11-2885850

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சென்றல் (විද්‍යා) அமைச்சர் } +94-11-2868970

ලේඛනී } +94-11-2877290
செயலாளர் }
ලේඛනී } +94-11-2887292
பெ.க.ள் }



NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY

Tel: (254-020) 6005522/3/6/7, 6001945, 6008767, 6008687
Mbl: 0724-253398, 0723-363010, 0735-013046, 0735-010237
Telkom Wireless: 020-2101370
Fax: 254-020-6008997
Hotline: 020-8077233, 020-6006041

P.O. Box 67839, 00200
Popo Road, Nairobi, Kenya
E-mail: dgnema@nema.go.ke
website: www.nema.go.ke

NEMA/ 10/7 VOL. XVII

10th January, 2012

GEF Executive Coordinator
United Nations Environment Programme
(UNEP)
NAIROBI

Dear *Madam,*

A GLOBAL INITIATIVE ON LANDSCAPES FOR PEOPLE, FOOD AND NATURE

In my capacity as the GEF Operational Focal Point for Kenya, I endorse the above project proposal which is in accordance with Kenya's national priorities on sustainable land management. I acknowledge that Kenya is one of the countries hosting the primary project sites among other project host countries.

I am pleased to endorse the preparation of the above project proposal with the support of United Nations Environment Programme (UNEP). If approved, the country stands to benefit from the implementation of the project as it will address the sustainable land management challenges in the country.

It is noted that the project will not be sourcing from Kenya's allocations in GEF-5 as defined in the System for Transparent Allocation of Resources (STAR).

Yours *Sincerely*

DR

DR. AYUB MACHARIA
AG. DIRECTOR GENERAL

CC:

Permanent Secretary/ Convention Focal Point for UNCBD



Bamako, le 3 octobre 2011

Point Focal Opérationnel du FEM

Le Point Focal Opérationnel FEM

A

Madame Monique BARBUT
Directrice du Fonds pour l'Environnement Mondial
1818 Street, NW,
MSN G -6602 Washington, DC20433 USA

Objet : Endossement du Projet « A Global Initiative on Landscapes for People, Food and Nature »

Madame,

En ma qualité de Point Focal Opérationnel du FEM pour le Mali, je confirme que la proposition de projet ci-dessus est conforme aux priorités nationales du Gouvernement du Mali, et les engagements faits par le Mali sous les conventions environnementales internationales appropriées. Le contenu du projet a été partagé avec les parties prenantes concernées, y compris les Points Focaux des différentes conventions mondiales sur l'environnement, conformément aux exigences du FEM en matière d'implication de tous les partenaires.

Aussi, il me plaît d'endosser la préparation du projet ci-dessus mentionné avec l'appui du PNUE. En cas d'approbation, la préparation et l'exécution du projet envisagé, par le PNUE. Par ailleurs, je demande au PNUE de me faire parvenir un exemplaire du document de projet pour l'endossement avant qu'il ne soit soumis au Secrétariat du FEM pour approbation par la Directrice Générale du FEM.

Je vous prie de croire, Madame, à l'assurance de ma considération distinguée.

Ampliation :

- AEDD
- Point Focal UNCCD



Le Point Focal Opérationnel

Alamir Sinna TOURE, Ph. D



P.O.BOX 13747 NAIROBI; KENYA

TEL/FAX +254 20 4451691; info@eaffu.org; www.eaffu.org

Our ref _____/_____

Dr. Maryam Niamir-Fuller
Director, Division of GEF Coordination
United Nations Environment Programme
Nairobi, Kenya

15 September 2011

Dear Dr. Niamir-Fuller:

Re: Letter of support for the project "A Global Initiative on Landscapes for People, Food and Nature"

Dear Dr. Niamir-Fuller:

I am pleased to confirm the commitment of the Eastern Africa Farmer's Federation for the UNEP-supported project "A Global Initiative on Landscapes for People, Food and Nature".

We recognize the strategic importance of this initiative, and are committing resources to it because we perceive a great need to improve, advance, and mainstream the use of integrated landscape management (ecoagriculture and related approaches) to meet current challenges related to food security, land degradation, climate change, diminishing ecosystem services, and species extinction. In its limited use to date, ecoagriculture and related landscape management approaches have shown considerable promise; however, the evidence base related to such approaches remains fragmentary; knowledge and innovation has not been widely shared; public and private investments have not been widely leveraged; and sectoral divisions still inhibit the formation of broad coalitions and partnerships that might advance the most effective policy and management solutions. The Landscapes for People, Food and Nature Initiative will support our own Federation's efforts to advance effective approaches to multi-objective landscape management by addressing each of these constraints.

Thank you for your support of this important initiative.

Sincerely

Stephen Muchiri

Appendix 9: Landscapes in which Co-Organizers are engaged in L-SLM type activities

Landscape name (or description)	Country	Key farming systems in landscape	Co-organizer active in landscape
Béni-Isguen Oases, Mzab and Ghardaïa	Algeria; Tunisia	Three-tiered system: Palms; shrubs and fruit trees; ground crops	FAO (GIAHS PILOT)
Atlantic Forest, Muriqui Corridor	Brazil	Coffee	Conservation International
Açutuba, Central Amazon	Brazil	Amazonian Dark Earths (ADE); slash-and-char management	FAO (GIAHS)
Tonle Sap	Cambodia	Rice; fisheries	Conservation International
Wat Chas village and Rong Kor village, Prey Chhor District, Kampong Cham Province	Cambodia	Agroforestry; rice paddies	UNU-IAS
Banan village and Chamkar Ol village, Banan District, Battam Bang Province	Cambodia	Rice paddies	UNU-IAS
Poutrom Muoy village and Poutrom Pi village, Saen Monourom District, Mondul Kiri Province	Cambodia	Shifting cultivation	UNU-IAS
Chiloé Island, Región de Los Lagos	Chile	Subsistence production; volcanic soils; center of origin for potatoes, mango, and strawberries	FAO (GIAHS PILOT)
Ningxia province	China	Dryland region agriculture	EcoAgriculture
Qinghai Tibetan Plateau	China	Alpine grassland grazing system	EcoAgriculture
Honghe Hani and Yi Autonomous Prefecture, Yunnan Province	China	Rice terraces; forest above and river below the village and terraces	FAO (GIAHS PILOT)
Longxian Village, Qingtian County, Zhejiang Province	China	Rice paddies; forest; fish in paddies	FAO (GIAHS PILOT)
Western Yunnan Province	China	Alder-upland rice rotation	FAO (GIAHS)
Yangliu township, Baoshan prefecture, Yunnan province	China	Hillside agriculture	ICRAF

Landscape name (or description)	Country	Key farming systems in landscape	Co-organizer active in landscape
Integrated Silvopastoral Approaches	Colombia	Silvopastoral systems	CATIE
Reventazon/Model Forest	Costa Rica	Small and medium scale mixed cropping systems; “agro-fishing”	CATIE
Talamanca	Costa Rica	Small scale indigenous agricultural systems	EcoAgriculture
Zona Norte	Costa Rica	“Rural territorial development” approach	EcoAgriculture
Tayna and Kisimba Ikobo region	DRC	Subsistence agriculture; extensive livestock production	Conservation International
Humbo Agroforestry area	Ethiopia	Agroforestry systems	EcoAgriculture
Amhara highlands	Ethiopia	Terraced agriculture; fruit trees; livestock	WFP
Wayana agrarian system	French Guyana	Polycultures centered on cassava and sweet potato; spatial/temporal arrangements integrated with surroundings	FAO (GIAHS)
Cuchumantán Highlands, Huehuetenango	Guatemala	High altitude agriculture; milpa of intercropped maize, beans, and squash	FAO (GIAHS)
Tapadas, Fouta Djallon Highland	Guinea	Permanent cultivation on poor soils; agropastoralism	FAO (GIAHS)
Fouta Djallon Highlands – Management Programme	Guinea, Guinea-Bissau, Mali, Sierra Leone, the Gambia, Mauritania, Niger, Senegal	Highland grassland pastoralism; field crops of fonio and rice; traditional kitchen gardens	UNEP/FAO
Río Cópán Watershed	Honduras	Small and mid-sized farms; cattle, coffee, and subsistence crops	EcoAgriculture
Jeypore Tract, Koraput region, Orissa, Eastern Ghats	India	Highland plateau; semi-evergreen and dry deciduous forest; low, medium, and upland rice; shifting cultivation in hills	FAO (GIAHS CANDIDATE)
Soppina Bettas Systems, Malnad area, Western Ghats	India	Tropical and semi-evergreen, grasslands and shoal forests; areca orchards and summer rice in valley swamps; multi-cropping	FAO (GIAHS CANDIDATE)
Korangadu Silvo-Pastoral Management System, Erode, Coimbatore, Karur, and Dindigul districts, Tamil Nadu	India	Silvopastoralism; trees, shrubs, grasses, legumes and livestock	FAO (GIAHS)
Raika Pastoralists, Thur Desert, Rajasthan	India	Summer crop rotation; autumn/winter pastoralism – camels, sheep, goats, etc.	FAO (GIAHS)
Sikkim State, Himalayas	India	Mixture of rice, agropastoral, and agroforestry; spans lower sub-tropical to alpine environs	FAO (GIAHS)

Landscape name (or description)	Country	Key farming systems in landscape	Co-organizer active in landscape
Central Aceh	Indonesia	Coffee	Conservation International
North Sumatra	Indonesia	Coffee	Conservation International
Central Plateau	Iran	Qanat irrigation; autumn cereals; spring rowcrops; third year fallow; arid regions	FAO (GIAHS CANDIDATE)
Qashqai nomadic pastoralists	Iran	Rangelands; arid region; adaptive management	FAO (GIAHS CANDIDATE)
Marshlands of Tigris and Euphrates Rivers	Iraq	Wetlands; cultivate cereals and palm; grazing livestock; hunting and fishing	FAO (GIAHS)
Costiera sorrentino-amalfitana Campania Region	Italy	Lemon terraces in valleys between hills and sea; small-scale farms	FAO (GIAHS CANDIDATE)
Kitui	Kenya	Borders on drylands	Bioversity International (Pablo)
Kijabe/Lari Division Landscape	Kenya	Central Highlands; tea production; subsistence farming	EcoAgriculture
Bungoma, Kisumu, and Siaya districts, Lake Victoria Basin	Kenya	Small-scale agriculture and forests	EcoAgriculture
Nyando River Basin	Kenya	Food crops	EcoAgriculture (with CARE)
Kericho, W. Kenya	Kenya	Tea zone	EcoAgriculture (with Rainforest Alliance)
	Kenya	Pastoral; upland agroecosystem	FAO (GIAHS PILOT)
Rift Valley	Kenya	Agroforestry; cattle	FAO – MICCA
Embu, Meru South and Central, Tharaka, and Mbeere Districts, Tana River Catchment Basin; Mount Kenya East Pilot Project	Kenya	Arid and Semi-Arid; varied agricultural productivity	IFAD
Bongolava Forest Corridor	Madagascar	Dry forest, NW region of country, rice farming systems	Conservation International
Mananara-Nord	Madagascar	Agroforestry – clove, coffee, vanilla; terraced rice	FAO (GIAHS)
Floodplains of Senegal River, Sahelian Region	Mali	Wetlands; semi-arid zone; millet, livestock, gallery forests, grassland, and fish	FAO (GIAHS)
Chiapas	Mexico	Cloud forest, smallholder coffee producers, smallholder milpa and smallholder cattle on the lower elevations	Conservation International
Chiapas	Mexico	Shade coffee	EcoAgriculture
Chinampa Agricultural System, Xochimilco, Chalco, and Texcoco lakes, central valley	Mexico	Polycultures on raised beds in swamp lands	FAO (GIAHS CANDIDATE)
Zongolica, state of Veracruz	Mexico	Milpa-solar system – home garden of intercropped maize, beans, and squash	FAO (GIAHS CANDIDATE)

Landscape name (or description)	Country	Key farming systems in landscape	Co-organizer active in landscape
Los Altos, central highlands of Chiapas	Mexico	High altitude agriculture on medium to steep slopes; milpa of intercropped maize, beans, and squash	FAO (GIAHS)
Begnas and Rupa lake watersheds, Kaski	Nepal	Terraced rice paddy	EcoAgriculture (LiBIRD)
River basins	Netherlands	Dutch polder system	FAO (GIAHS)
Matiguás, Matagalpa	Nicaragua	Silvopastoral system	CATIE
Central Andes – Cusco (Carmen in the Vilcanota Valley; Lares) and Puna (Caritamaya; San José)	Peru	Terraced agriculture; maize, potatoes; high altitude crops (2500-4500 m); rangeland	FAO (GIAHS PILOT)
Philippine Cordilleras, Ifugao Province	Philippines	Rice terraces; wood lots	FAO (GIAHS PILOT)
Commune of Intorsura Buzaului, northern Curvature Carpathians	Romania	Mobile pastoral systems	FAO (GIAHS)
Arctic Region, Siberia	Russia	Reindeer herding	FAO (GIAHS)
Bikin Watershed, Kamtchatka, Central Sikhote-Alin Region	Russia	Udege forest management; wild medicinal plants and berries; mushroom foraging	FAO (GIAHS)
Rukozo and Cyungo Hills, Rulindo District/ Rulindo Watershed	Rwanda	Terraced agriculture; potatoes, beans, wheat	WFP
Namaqualand	South Africa	Namaqualand – semi-arid, grazing	Conservation International
Umzimvubu River Corridor	South Africa	Maputaland, Pondoland,	Conservation International
Nebo. Galakwin, Mahwelereng wards, Limpopo Province	South Africa	Home gardens; sorghum – pearl millet intercrop with squash, legumes, etc.; communal livestock	FAO (GIAHS)
Kandyan Homegardens	Sri Lanka	Agroforestry; central hilly areas of Wet Zone	Bioversity
Kurunegala and Anuradhapura districts	Sri Lanka	Dry zone; Wewe irrigation; paddy rice fields	FAO (GIAHS CANDIDATE)
Southern Highlands	Tanzania	Subsistence agriculture	Conservation International
Kagera TAMP	Tanzania	River basin	FAO
Uluguru Mountains	Tanzania	Hillside smallholder agriculture	FAO (MICCA)
Participatory Integrated-Watershed Management Project	The Gambia	Upland crops; lowland rice	IFAD

Landscape name (or description)	Country	Key farming systems in landscape	Co-organizer active in landscape
Cordillera Highland Agricultural Resource Management (CHARM), Luzon	The Philippines	Highland agriculture	IFAD
Ladakh, Tibetan plateau	Tibet	High altitude cold desert; terraced agriculture from diverted river sediment; four types of land cultivation; yak grazing	FAO (GIAHS)
Gafsa Oases	Tunisia	Three-tiered system: palms, shrubs and fruit trees; ground crops	FAO (GIAHS PILOT)
Hoima District	Uganda	Agroforestry and small scale woodlots	EcoAgriculture (ECOTRUST)
Vegetable Oil Development Project (VOPD2)	Uganda	Small scale farms; oil crop and cottage processing	IFAD
Little Colorado River Watershed, Arizona	USA	Semi-arid, drought-prone region; diverse cropping and livestock systems	FAO (GIAHS)
Pro-poor Partnerships for Agroforestry Development Project, Bac Kan Province (others that are relevant?)	Viet Nam	Hillside forests; some agriculture; livestock; aquaculture	IFAD
Pro-poor Partnerships for Agroforestry Development Project (3PAD)	Viet Nam	Agroforestry (aquaculture and livestock); hillside farming	IFAD
Economic Opportunities Programme (EOP)	Yemen	Coffee, honey, and horticulture products	IFAD

Appendix 10: Linking Knowledge to Action for Scaling Up L-SLM

Indicative (partial) list of knowledge products to be created as part of the Global Knowledge Base and Global Resource Portfolio of the Landscapes for People, Food and Nature Initiative.

Key question	Knowledge theme	Key users of, and target audiences for, this knowledge	Global Knowledge Base output	Global Resource Portfolio output	Indicative funding source
1	L-SLM for 21 st century sustainable development: the case for mainstreaming	Policymakers, donors, key media venues	White paper with concise articulation of needs, evidence, and agenda for L-SLM	Policy brief and non-technical presentation	GEF plus co-finance
1	Reviews of L-SLM in Asia, Africa, and Latin America	Policymakers, donors, program developers	Papers on experience and lessons learned on each continent, plus global synthesis	Practice brief and training packet for each continent	Co-finance
1	Potential of L-SLM to meet aggregate demand for food and ecosystem services	Policymakers, donors, key media venues	Paper documenting current scale and future potential of L-SLM to meet key global needs	Policy brief and media package	Co-finance
1	Scalability of eco-friendly farming within L-SLM systems	Policymakers, donors, key media venues	Paper documenting current scale and future potential of eco-friendly farming to meet key global needs	Policy brief and media package	Co-finance
1	The “L-SLM storybook” (instructive illustrations of landscape processes, mechanisms, and management for L-SLM)	Landscape stakeholders, community and farmer leaders, project/program leaders, trainers	--	L-SLM storybook in print and electronic formats, suitable for training and outreach purposes	GEF plus co-finance
1	L-SLM submitted cases, experiences, and innovations	Landscape stakeholders, community and farmer leaders, project/program leaders, trainers	--	Innovation portfolio for use in teaching, training, and project/program design	GEF plus co-finance
2	L-SLM for building synergies among climate change adaptation, mitigation, and co-benefits	Policymakers, donors, program developers, NGOs/int’l organizations	Paper analyzing L-SLM impacts on adaptation and mitigation, based on data from case examples	Policy brief and media package on integrated management to increase co-benefits from climate adaptation and mitigation programs	Co-finance

Key question	Knowledge theme	Key users of, and target audiences for, this knowledge	Global Knowledge Base output	Global Resource Portfolio output	Indicative funding source
2	Climate finance and institutional models for funding and supporting L-SLM	Policymakers, donors	Two landscape case studies of leveraging climate finance to support L-SLM	Policy recommendations to better align and focus incipient climate finance sources and programs to support L-SLM and sustainable rural livelihoods	Co-finance
3	Conservation and sustainable use of agrobiodiversity at landscape scale	Program designers, donors, NGOs/int'l organizations, landscape stakeholders	Synthesis of experience, needs, opportunities, and barriers to adopt landscape approaches to conserve and sustainably use agrobiodiversity	Practice brief and guidelines for community, project, and program leaders	Co-finance
3	Water management in L-SLM	Program designers, donors, NGOs/int'l organizations, landscape stakeholders	Synthesis of state-of-the-science integrated of watershed management practices for application in L-SLM	Practice brief and guidelines for community, project, and program leaders	Co-finance
3	L-SLM and climate-friendly rural energy: synergies, best practices, and design considerations	Program designers, donors, NGOs/int'l organizations, landscape stakeholders	Analysis and case studies of integrated landscape management for food and rural energy, and key opportunities	Practice brief and guidelines for community, project, and program leaders	GEF plus co-finance
4	Lessons learned on engaging and empowering farmers, pastoralists, and local communities in L-SLM	Landscape stakeholders, community and farmer leaders, project/program leaders, national policymakers	Paper presenting synthesis of experience from L-SLM initiatives in developing countries	Practice brief and guidelines for community, project, and program leaders	GEF plus co-finance
4	L-SLM guide, overview, and tools	Landscape stakeholders, community and farmer leaders, project/program leaders, trainers	--	Practical guide on L-SLM, with reference to tools and resources to support implementation	GEF plus co-finance

Key question	Knowledge theme	Key users of, and target audiences for, this knowledge	Global Knowledge Base output	Global Resource Portfolio output	Indicative funding source
5	Food industry experience with (and business case for) linking supply chains to landscape management	Private agribusiness, investors, and farmers	Paper analyzing key opportunities and barriers to food industry support for L-SLM, with empirical examples and evidence	Briefs and presentations for private sector, with dissemination to agribusiness community via partners	Co-finance
5	Eco-certification and L-SLM	Private agribusiness, investors, farmers, and certification entities	Assessment of opportunities to scale-up application of eco-standards to generate landscape-level benefits	Briefs and presentations for target audiences	GEF plus co-finance
6	Policy analysis framework for supporting L-SLM	National and sub-national policymakers, international organizations and donors	Policy analysis framework to assess support for and barriers to L-SLM; application of framework in one country-level case study	Briefs of the framework and case study for policymakers	Co-finance
7	Economic analysis of costs and benefits of integrated landscape strategies	Policymakers at all levels	Paper reporting the analysis and its results	Brief and diagrammatic representation of alternative landscape management approaches and their public and private costs and benefits	Co-finance
7	Strategies for investing in agriculture/forest mosaic landscapes in Africa	National policymakers, private investors	Analysis of alignment between L-SLM needs and investment opportunities	Briefs; L-SLM investment concepts	Co-finance
8	Training, education, and curriculum needs for L-SLM	Policymakers, university and adult educators	Assessment of resources and gaps for training landscape leaders, farmers, and professionals to adopt L-SLM	Policy brief	Co-finance

Appendix 11: Summary of reporting requirements and responsibilities

Reporting requirements	Due date	Format appended to legal instrument as	Responsibility of:
Procurement plan (goods and services)	2 weeks before project inception meeting	N/A	Executing Agency (EA)
Inception Report	1 month after project inception meeting	N/A	Implementing Agency (IA) & EA
Expenditure report accompanied by explanatory notes	Half yearly on or before 31 July, 31 January of each year	Annex	EA
Cash Advance request and details of anticipated disbursements	Half yearly or when required	Annex	EA
Progress report	Half-yearly on or before 31 January and 31 July	Annex	EA
Inventory of non-expendable equipment	Yearly on or before 31 January	Annex	EA
Co-financing report	Yearly on or before 31 July	Annex	EA
Project implementation review (PIR) report	Yearly on or before 31 August	Annex	EA & IA
Minutes of steering committee meetings	Yearly (or as relevant)	N/A	EA
Mission reports and “aide memoire” for executing agency	Within 2 weeks of return	N/A	EA & IA
Final report	Within 2 months of project completion date	Annex	EA
Final inventory of non-expendable equipment		Annex	EA
Equipment transfer letter		Annex	EA
Final expenditure statement	Within 3 months of project completion date	Annex	EA
Mid-term review or Mid-term evaluation	Midway through project	N/A	EA & IA
Independent terminal evaluation report	Within 86 months of project completion date	Annex	EA & IA

Appendix 12: Standard terminal evaluation TOR

1. Objective and Scope of the Evaluation

The objective of this terminal evaluation is to examine the extent and magnitude of any project impacts to date and determine the likelihood of future impacts. The evaluation will also assess project performance and the implementation of planned project activities and planned outputs against actual results. The evaluation will focus on the following main questions:

1. Did the project help to {} among key target audiences (international conventions and initiatives, national level policy-makers, regional and local policy-makers, resource managers and practitioners).
2. Did the outputs of the project articulate options and recommendations for {}? Were these options and recommendations used? If so by whom?
3. To what extent did the project outputs produced have the weight of scientific authority and credibility necessary to influence policy makers and other key audiences?

Methods

This terminal evaluation will be conducted as an in-depth evaluation using a participatory approach whereby the UNEP/DGEF Task Manager, key representatives of the executing agencies and other relevant staff are kept informed and consulted throughout the evaluation. The consultant will liaise with the UNEP/EOU and the UNEP/DGEF Task Manager on any logistic and/or methodological issues to properly conduct the review in as independent a way as possible, given the circumstances and resources offered. The draft report will be circulated to UNEP/DGEF Task Manager, key representatives of the executing agencies and the UNEP/EOU. Any comments or responses to the draft report will be sent to UNEP / EOU for collation and the consultant will be advised of any necessary or suggested revisions.

The findings of the evaluation will be based on the following:

1. A desk review of project documents including, but not limited to:
 - (a) The project documents, outputs, monitoring reports (such as progress and financial reports to UNEP and GEF annual Project Implementation Review reports) and relevant correspondence.
 - (b) Notes from the Steering Group meetings.
 - (c) Other project-related material produced by the project staff or partners.
 - (d) Relevant material published on the project web-site: {}.
2. Interviews with project management and technical support including {NEED INPUT FROM TM HERE}
3. Interviews and Telephone interviews with intended users for the project outputs and other stakeholders involved with this project, including in the participating countries and international bodies. The Consultant shall determine whether to seek additional information and opinions from representatives of donor agencies and other organizations. As appropriate, these interviews could be combined with an email questionnaire.
4. Interviews with the UNEP/DGEF project task manager and Fund Management Officer, and other relevant staff in UNEP dealing with {relevant GEF focal area(s)}-related activities as necessary. The Consultant shall also gain broader perspectives from discussions with relevant GEF Secretariat staff.
5. Field visits¹⁰ to project staff

¹⁰ Evaluators should make a brief courtesy call to GEF Country Focal points during field visits if at all possible.

Key Evaluation principles

In attempting to evaluate any outcomes and impacts that the project may have achieved, evaluators should remember that the project's performance should be assessed by considering the difference between the answers to two simple questions “*what happened?*” and “*what would have happened anyway?*”. These questions imply that there should be consideration of the baseline conditions and trends in relation to the intended project outcomes and impacts. In addition it implies that there should be plausible evidence to **attribute** such outcomes and impacts **to the actions of the project**.

Sometimes, adequate information on baseline conditions and trends is lacking. In such cases this should be clearly highlighted by the evaluator, along with any simplifying assumptions that were taken to enable the evaluator to make informed judgements about project performance.

2. Project Ratings

The success of project implementation will be rated on a scale from ‘highly unsatisfactory’ to ‘highly satisfactory’. In particular the evaluation shall **assess and rate** the project with respect to the eleven categories defined below:¹¹

A. **Attainment of objectives and planned results:**

The evaluation should assess the extent to which the project's major relevant objectives were effectively and efficiently achieved or are expected to be achieved and their relevance.

- *Effectiveness*: Evaluate how, and to what extent, the stated project objectives have been met, taking into account the “achievement indicators”. The analysis of outcomes achieved should include, *inter alia*, an assessment of the extent to which the project has directly or indirectly assisted policy and decision-makers to apply information supplied by biodiversity indicators in their national planning and decision-making. In particular:
 - Evaluate the immediate impact of the project on {relevant focal area} monitoring and in national planning and decision-making and international understanding and use of biodiversity indicators.
 - As far as possible, also assess the potential longer-term impacts considering that the evaluation is taking place upon completion of the project and that longer term impact is expected to be seen in a few years’ time. Frame recommendations to enhance future project impact in this context. Which will be the major ‘channels’ for longer term impact from the project at the national and international scales?
- *Relevance*: In retrospect, were the project’s outcomes consistent with the focal areas/operational program strategies? Ascertain the nature and significance of the contribution of the project outcomes to the {relevant Convention(s)} and the wider portfolio of the GEF.
- *Efficiency*: Was the project cost effective? Was the project the least cost option? Was the project implementation delayed and if it was, then did that affect cost-effectiveness? Assess the contribution of cash and in-kind co-financing to project implementation and to what extent the project leveraged additional resources. Did the project build on earlier initiatives, did it make effective use of available scientific and / or technical information. Wherever possible, the evaluator should also compare the cost-time vs. outcomes relationship of the project with that of other similar projects.

B. **Sustainability:**

¹¹ However, the views and comments expressed by the evaluator need not be restricted to these items.

Sustainability is understood as the probability of continued long-term project-derived outcomes and impacts after the GEF project funding ends. The evaluation will identify and assess the key conditions or factors that are likely to contribute or undermine the persistence of benefits after the project ends. Some of these factors might be outcomes of the project, e.g. stronger institutional capacities or better informed decision-making. Other factors will include contextual circumstances or developments that are not outcomes of the project but that are relevant to the sustainability of outcomes. The evaluation should ascertain to what extent follow-up work has been initiated and how project outcomes will be sustained and enhanced over time.

Five aspects of sustainability should be addressed: financial, socio-political, institutional frameworks and governance, environmental (if applicable). The following questions provide guidance on the assessment of these aspects:

- *Financial resources.* Are there any financial risks that may jeopardize sustenance of project outcomes? What is the likelihood that financial and economic resources will not be available once the GEF assistance ends (resources can be from multiple sources, such as the public and private sectors, income generating activities, and trends that may indicate that it is likely that in future there will be adequate financial resources for sustaining project's outcomes)? To what extent are the outcomes of the project dependent on continued financial support?
- *Socio-political:* Are there any social or political risks that may jeopardize sustenance of project outcomes? What is the risk that the level of stakeholder ownership will be insufficient to allow for the project outcomes to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long term objectives of the project?
- *Institutional framework and governance.* To what extent is the sustenance of the outcomes of the project dependent on issues relating to institutional frameworks and governance? What is the likelihood that institutional and technical achievements, legal frameworks, policies and governance structures and processes will allow for, the project outcomes/benefits to be sustained? While responding to these questions consider if the required systems for accountability and transparency and the required technical know-how are in place.
- *Environmental.* Are there any environmental risks that can undermine the future flow of project environmental benefits? The TE should assess whether certain activities in the project area will pose a threat to the sustainability of the project outcomes. For example; construction of dam in a protected area could inundate a sizable area and thereby neutralize the biodiversity-related gains made by the project; or, a newly established pulp mill might jeopardise the viability of nearby protected forest areas by increasing logging pressures; or a vector control intervention may be made less effective by changes in climate and consequent alterations to the incidence and distribution of malarial mosquitoes.

C. Achievement of outputs and activities:

- Delivered outputs: Assessment of the project's success in producing each of the programmed outputs, both in quantity and quality as well as usefulness and timeliness.
- Assess the soundness and effectiveness of the methodologies used for developing the technical documents and related management options in the participating countries
- Assess to what extent the project outputs produced have the weight of scientific authority / credibility, necessary to influence policy and decision-makers, particularly at the national level.

D. Catalytic Role

Replication and catalysis. What examples are there of replication and catalytic outcomes? Replication approach, in the context of GEF projects, is defined as lessons and experiences coming out of the project that are replicated or scaled up in the design and implementation of other projects. Replication can have two aspects, replication proper (lessons and experiences are replicated in different geographic area) or scaling up (lessons and experiences are replicated within the same geographic area but funded by other sources). Specifically:

- Do the recommendations for management of {project} coming from the country studies have the potential for application in other countries and locations?

If no effects are identified, the evaluation will describe the catalytic or replication actions that the project carried out.

E. Assessment monitoring and evaluation systems.

The evaluation shall include an assessment of the quality, application and effectiveness of project monitoring and evaluation plans and tools, including an assessment of risk management based on the assumptions and risks identified in the project document. The Terminal Evaluation will assess whether the project met the minimum requirements for ‘project design of M&E’ and ‘the application of the Project M&E plan’ (see minimum requirements 1&2 in *Annex 4* to this Appendix). GEF projects must budget adequately for execution of the M&E plan, and provide adequate resources during implementation of the M&E plan. Project managers are also expected to use the information generated by the M&E system during project implementation to adapt and improve the project.

M&E during project implementation

- *M&E design.* Projects should have sound M&E plans to monitor results and track progress towards achieving project objectives. An M&E plan should include a baseline (including data, methodology, etc.), SMART indicators (see Annex 4) and data analysis systems, and evaluation studies at specific times to assess results. The time frame for various M&E activities and standards for outputs should have been specified.
- *M&E plan implementation.* A Terminal Evaluation should verify that: an M&E system was in place and facilitated timely tracking of results and progress towards projects objectives throughout the project implementation period (perhaps through use of a logframe or similar); annual project reports and Progress Implementation Review (PIR) reports were complete, accurate and with well justified ratings; that the information provided by the M&E system was used during the project to improve project performance and to adapt to changing needs; and that projects had an M&E system in place with proper training for parties responsible for M&E activities.
- *Budgeting and Funding for M&E activities.* The terminal evaluation should determine whether support for M&E was budgeted adequately and was funded in a timely fashion during implementation.

F. Preparation and Readiness

Were the project’s objectives and components clear, practicable and feasible within its timeframe? Were the capacities of executing institution and counterparts properly considered when the project was designed? Were lessons from other relevant projects properly incorporated in the project design? Were the partnership arrangements properly identified and the roles and responsibilities negotiated prior to project implementation? Were counterpart resources (funding, staff, and facilities), enabling legislation, and adequate project management arrangements in place?

G. Country ownership / drivenness:

This is the relevance of the project to national development and environmental agendas, recipient country commitment, and regional and international agreements. The evaluation will:

- Assess the level of country ownership. Specifically, the evaluator should assess whether the project was effective in providing and communicating biodiversity information that catalyzed action in participating countries to improve decisions relating to the conservation and management of the focal ecosystem in each country.
- Assess the level of country commitment to the generation and use of biodiversity indicators for decision-making during and after the project, including in regional and international fora.

H. Stakeholder participation / public awareness:

This consists of three related and often overlapping processes: information dissemination, consultation, and “stakeholder” participation. Stakeholders are the individuals, groups, institutions, or other bodies that have an interest or stake in the outcome of the GEF- financed project. The term also applies to those potentially adversely affected by a project. The evaluation will specifically:

- Assess the mechanisms put in place by the project for identification and engagement of stakeholders in each participating country and establish, in consultation with the stakeholders, whether this mechanism was successful, and identify its strengths and weaknesses.
- Assess the degree and effectiveness of collaboration/interactions between the various project partners and institutions during the course of implementation of the project.
- Assess the degree and effectiveness of any various public awareness activities that were undertaken during the course of implementation of the project.

I. Financial Planning

Evaluation of financial planning requires assessment of the quality and effectiveness of financial planning and control of financial resources throughout the project’s lifetime. Evaluation includes actual project costs by activities compared to budget (variances), financial management (including disbursement issues), and co- financing. The evaluation should:

- Assess the strength and utility of financial controls, including reporting, and planning to allow the project management to make informed decisions regarding the budget and allow for a proper and timely flow of funds for the payment of satisfactory project deliverables.
- Present the major findings from the financial audit if one has been conducted.
- Identify and verify the sources of co- financing as well as leveraged and associated financing (in co-operation with the IA and EA).
- Assess whether the project has applied appropriate standards of due diligence in the management of funds and financial audits.
- The evaluation should also include a breakdown of final actual costs and co-financing for the project prepared in consultation with the relevant UNEP/DGEF Fund Management Officer of the project (table attached in *Annex 1* to this Appendix Co-financing and leveraged resources).

J. Implementation approach:

This includes an analysis of the project’s management framework, adaptation to changing conditions (adaptive management), partnerships in implementation arrangements, changes in project design, and overall project management. The evaluation will:

- Ascertain to what extent the project implementation mechanisms outlined in the project document have been closely followed. In particular, assess the role of the various committees established and whether the project document was clear and realistic to enable effective and efficient implementation, whether the project was executed according to the plan and how well the management was able to adapt to changes during the life of the project to enable the implementation of the project.
- Evaluate the effectiveness and efficiency and adaptability of project management and the supervision of project activities / project execution arrangements at all levels (1) policy decisions: Steering Group; (2) day to day project management in each of the country executing agencies and {lead executing agency}.

K. UNEP Supervision and Backstopping

- Assess the effectiveness of supervision and administrative and financial support provided by UNEP/DGEF.
- Identify administrative, operational and/or technical problems and constraints that influenced the effective implementation of the project.

The *ratings will be presented in the form of a table*. Each of the eleven categories should be rated separately with **brief justifications** based on the findings of the main analysis. An overall rating for the project should also be given. The following rating system is to be applied:

HS	= Highly Satisfactory
S	= Satisfactory
MS	= Moderately Satisfactory
MU	= Moderately Unsatisfactory
U	= Unsatisfactory
HU	= Highly Unsatisfactory

3. Evaluation report format and review procedures

The report should be brief, to the point and easy to understand. It must explain; the purpose of the evaluation, exactly what was evaluated and the methods used. The report must highlight any methodological limitations, identify key concerns and present evidence-based findings, consequent conclusions, recommendations and lessons. The report should be presented in a way that makes the information accessible and comprehensible and include an executive summary that encapsulates the essence of the information contained in the report to facilitate dissemination and distillation of lessons.

THE EVALUATION WILL RATE THE OVERALL IMPLEMENTATION SUCCESS OF THE PROJECT AND PROVIDE INDIVIDUAL RATINGS OF THE ELEVEN IMPLEMENTATION ASPECTS AS DESCRIBED IN SECTION 1 OF THIS TOR. **THE RATINGS WILL BE PRESENTED IN THE FORMAT OF A TABLE WITH BRIEF JUSTIFICATIONS BASED ON THE FINDINGS OF THE MAIN ANALYSIS.**

Evidence, findings, conclusions and recommendations should be presented in a complete and balanced manner. Any dissident views in response to evaluation findings will be appended in an annex. The evaluation report shall be written in English, be of no more than 50 pages (excluding annexes), use numbered paragraphs and include:

- i) An **executive summary** (no more than 3 pages) providing a brief overview of the main conclusions and recommendations of the evaluation;
- ii) **Introduction and background** giving a brief overview of the evaluated project, for example, the objective and status of activities; The GEF Monitoring and Evaluation Policy, 2006, requires that a TE report will provide summary information on when the evaluation took place; places visited; who was involved; the key questions; and, the methodology.
- iii) **Scope, objective and methods** presenting the evaluation's purpose, the evaluation criteria used and questions to be addressed;
- iv) **Project Performance and Impact** providing *factual evidence* relevant to the questions asked by the evaluator and interpretations of such evidence. This is the main substantive section of the report. The evaluator should provide a commentary and analysis on all eleven evaluation aspects (A – K above).
- v) **Conclusions and rating** of project implementation success giving the evaluator's concluding assessments and ratings of the project against given evaluation criteria and standards of performance. The conclusions should provide answers to questions about whether the project is considered good or bad, and whether the results are considered positive or negative. The ratings should be provided with a brief narrative comment in a table (see *Annex 1* to this Appendix);
- vi) **Lessons (to be) learned** presenting general conclusions from the standpoint of the design and implementation of the project, based on good practices and successes or problems and mistakes. Lessons should have the potential for wider application and use. All lessons should 'stand alone' and should:
 - Briefly describe the context from which they are derived
 - State or imply some prescriptive action;

- Specify the contexts in which they may be applied (if possible, who when and where)
- vii) **Recommendations** suggesting *actionable* proposals for improvement of the current project. In general, Terminal Evaluations are likely to have very few (perhaps two or three) actionable recommendations.

Prior to each recommendation, the issue(s) or problem(s) to be addressed by the recommendation should be clearly stated.

A high quality recommendation is an actionable proposal that is:

1. Feasible to implement within the timeframe and resources available
2. Commensurate with the available capacities of project team and partners
3. Specific in terms of who would do what and when
4. Contains results-based language (i.e. a measurable performance target)
5. Includes a trade-off analysis, when its implementation may require utilizing significant resources that would otherwise be used for other project purposes.

- viii) **Annexes** may include additional material deemed relevant by the evaluator but must include:

1. The Evaluation Terms of Reference,
2. A list of interviewees, and evaluation timeline
3. A list of documents reviewed / consulted
4. Summary co-finance information and a statement of project expenditure by activity
5. The expertise of the evaluation team. (brief CV).

TE reports will also include any response / comments from the project management team and/or the country focal point regarding the evaluation findings or conclusions as an annex to the report, however, such will be appended to the report by UNEP EOU.

Examples of UNEP GEF Terminal Evaluation Reports are available at www.unep.org/eou

Review of the Draft Evaluation Report

Draft reports submitted to UNEP EOU are shared with the corresponding Programme or Project Officer and his or her supervisor for initial review and consultation. The DGEF staff and senior Executing Agency staff are allowed to comment on the draft evaluation report. They may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions. The consultation also seeks feedback on the proposed recommendations. UNEP EOU collates all review comments and provides them to the evaluators for their consideration in preparing the final version of the report.

4. Submission of Final Terminal Evaluation Reports.

The final report shall be submitted in electronic form in MS Word format and should be sent to the following persons:

Segbedzi Norgbey, Chief,
UNEP Evaluation and Oversight Unit
P.O. Box 30552-00100
Nairobi, Kenya
Tel.: +(254-20)762-4181
Fax: +(254-20)762-3158
Email: Segbedzi.Norgbey@unep.org

With a copy to:

Maryam Niamir-Fuller,
Director,
GEF Coordination Office

UNEP
P.O. Box 30552-00100
Nairobi, Kenya
Tel: +(254-20)762-4166
Fax: +(254-20)762-4041/2
Email: Maryam.Niamir-Fuller@unep.org

Mohamed F. Sessay
Senior Task Manager, Land Degradation & Biodiversity
UNEP Division of Environmental Policy Implementation
P.O. Box 30552-00100
Nairobi, Kenya
Tel: + (254-20)762-4294
Fax: + (254-20)762-4041/2
Email: Mohamed.sessay@unep.org

The Final evaluation will also be copied to the following GEF National Focal Points.

{Insert contact details here}

The final evaluation report will be published on the Evaluation and Oversight Unit's web-site www.unep.org/eou and may be printed in hard copy. Subsequently, the report will be sent to the GEF Office of Evaluation for their review, appraisal and inclusion on the GEF website.

5. Resources and schedule of the evaluation

This final evaluation will be undertaken by an international evaluator contracted by the Evaluation and Oversight Unit, UNEP. The contract for the evaluator will begin on **ddmmyyy** and end on **ddmmyyyy** (# days) spread over # weeks (# days of travel, to **{country(ies)}**, and # days desk study). The evaluator will submit a draft report on **ddmmyyyy** to UNEP/EOU, the UNEP/DGEF Task Manager, and key representatives of the executing agencies. Any comments or responses to the draft report will be sent to UNEP / EOU for collation and the consultant will be advised of any necessary revisions. Comments to the final draft report will be sent to the consultant by **ddmmyyyy** after which, the consultant will submit the final report no later than **ddmmyyyy**.

The evaluator will after an initial telephone briefing with EOU and UNEP/GEF conduct initial desk review work and later travel to **{country(ies)}** and meet with project staff at the beginning of the evaluation. Furthermore, the evaluator is expected to travel to **{country(ies)}** and meet with representatives of the project executing agencies and the intended users of project's outputs.

In accordance with UNEP/GEF policy, all GEF projects are evaluated by independent evaluators contracted as consultants by the EOU. The evaluator should have the following qualifications:

The evaluator should not have been associated with the design and implementation of the project in a paid capacity. The evaluator will work under the overall supervision of the Chief, Evaluation and Oversight Unit, UNEP. The evaluator should be an international expert in **{ }** with a sound understanding of **{ }** issues. The consultant should have the following minimum qualifications: (i) experience in **{ }** issues; (ii) experience with management and implementation of **{ }** projects and in particular with **{ }** targeted at policy-influence and decision-making; (iii) experience with project evaluation. Knowledge of UNEP programmes and GEF activities is desirable. Knowledge of **{specify language(s)}** is an advantage. Fluency in oral and written English is a must.

6. Schedule Of Payment

The consultant shall select one of the following two contract options:

Lump-Sum Option

The evaluator will receive an initial payment of 30% of the total amount due upon signature of the contract. A further 30% will be paid upon submission of the draft report. A final payment of 40% will be made upon satisfactory completion of work. The fee is payable under the individual Special Service Agreement (SSA) of the evaluator and **is inclusive** of all expenses such as travel, accommodation and incidental expenses.

Fee-only Option

The evaluator will receive an initial payment of 40% of the total amount due upon signature of the contract. Final payment of 60% will be made upon satisfactory completion of work. The fee is payable under the individual SSAs of the evaluator and is **NOT** inclusive of all expenses such as travel, accommodation and incidental expenses. Ticket and DSA will be paid separately.

In case, the evaluator cannot provide the products in accordance with the TORs, the timeframe agreed, or his products are substandard, the payment to the evaluator could be withheld, until such a time the products are modified to meet UNEP's standard. In case the evaluator fails to submit a satisfactory final product to UNEP, the product prepared by the evaluator may not constitute the evaluation report.

ANNEX 1 TO APPENDIX 12: OVERALL RATINGS TABLE

CRITERION	EVALUATOR'S SUMMARY COMMENTS	EVALUATOR'S RATING
A. Attainment of project objectives and results (overall rating) Sub criteria (below)		
A. 1. Effectiveness		
A. 2. Relevance		
A. 3. Efficiency		
B. Sustainability of Project outcomes (overall rating) Sub criteria (below)		
B. 1. Financial		
B. 2. Socio Political		
B. 3. Institutional framework and governance		
B. 4. Ecological		
C. Achievement of outputs and activities		
D. Monitoring and Evaluation (overall rating) Sub criteria (below)		
D. 1. M&E Design		
D. 2. M&E Plan Implementation (use for adaptive management)		
D. 3. Budgeting and Funding for M&E activities		
E. Catalytic Role		
F. Preparation and readiness		
G. Country ownership / drivenness		
H. Stakeholders involvement		
I. Financial planning		
J. Implementation approach		
K. UNEP Supervision and backstopping		

RATING OF PROJECT OBJECTIVES AND RESULTS

Highly Satisfactory (HS): The project had no shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Satisfactory (S): The project had minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Moderately Satisfactory (MS): The project had moderate shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Moderately Unsatisfactory (MU): The project had significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Unsatisfactory (U) The project had major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Highly Unsatisfactory (HU): The project had severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Please note: Relevance and effectiveness will be considered as critical criteria. The overall rating of the project for achievement of objectives and results **may not be higher** than the lowest rating on either of these two criteria. Thus, to have an overall satisfactory rating for outcomes a project must have at least satisfactory ratings on both relevance and effectiveness.

RATINGS ON SUSTAINABILITY

A. Sustainability will be understood as the probability of continued long-term outcomes and impacts after the GEF project funding ends. The Terminal evaluation will identify and assess the key conditions or factors that are likely to contribute or undermine the persistence of benefits after the project ends. Some of these factors might be outcomes of the project, i.e. stronger institutional capacities, legal frameworks, socio-economic incentives /or public awareness. Other factors will include contextual circumstances or developments that are not outcomes of the project but that are relevant to the sustainability of outcomes.

Rating system for sustainability sub-criteria

On each of the dimensions of sustainability of the project outcomes will be rated as follows.

Likely (L): There are no risks affecting this dimension of sustainability.

Moderately Likely (ML). There are moderate risks that affect this dimension of sustainability.

Moderately Unlikely (MU): There are significant risks that affect this dimension of sustainability

Unlikely (U): There are severe risks that affect this dimension of sustainability.

According to the GEF Office of Evaluation, all the risk dimensions of sustainability are deemed critical. Therefore, overall rating for sustainability will not be higher than the rating of the dimension with lowest ratings. For example, if a project has an Unlikely rating in any of the dimensions then its overall rating cannot be higher than Unlikely, regardless of whether higher ratings in other dimensions of sustainability produce a higher average.

RATINGS OF PROJECT M&E

Monitoring is a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing project with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds. Evaluation is the systematic and objective assessment of an on-going or completed project, its design, implementation and results. Project evaluation may involve the definition of appropriate standards, the examination of performance against those standards, and an assessment of actual and expected results.

The Project monitoring and evaluation system will be rated on ‘M&E Design’, ‘M&E Plan Implementation’ and ‘Budgeting and Funding for M&E activities’ as follows:

Highly Satisfactory (HS): There were no shortcomings in the project M&E system.

Satisfactory(S): There were minor shortcomings in the project M&E system.

Moderately Satisfactory (MS): There were moderate shortcomings in the project M&E system.

Moderately Unsatisfactory (MU): There were significant shortcomings in the project M&E system.

Unsatisfactory (U): There were major shortcomings in the project M&E system.

Highly Unsatisfactory (HU): The Project had no M&E system.

“M&E plan implementation” will be considered a critical parameter for the overall assessment of the M&E system. The overall rating for the M&E systems will not be higher than the rating on “M&E plan implementation.”

All other ratings will be on the GEF six point scale.

GEF Performance Description	Alternative description on the same scale
HS = Highly Satisfactory	Excellent
S = Satisfactory	Well above average
MS = Moderately Satisfactory	Average
MU = Moderately Unsatisfactory	Below Average
U = Unsatisfactory	Poor
HU = Highly Unsatisfactory	Very poor (Appalling)

ANNEX 2 TO APPENDIX 12: CO-FINANCING AND LEVERAGED RESOURCES

CO-FINANCING (BASIC DATA TO BE SUPPLIED TO THE CONSULTANT FOR VERIFICATION)

Co financing (Type/Source)	IA own Financing (mill US\$)		Government (mill US\$)		Other* (mill US\$)		Total (mill US\$)		Total Disbursement (mill US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
- Grants										
- Loans/Concessional (compared to market rate)										
- Credits										
- Equity investments										
- In-kind support										
- Other (*)										
-										
-										
Totals										

* Other is referred to contributions mobilized for the project from other multilateral agencies, bilateral development cooperation agencies, NGOs, the private sector and beneficiaries.

Leveraged Resources

Leveraged resources are additional resources—beyond those committed to the project itself at the time of approval—that are mobilized later as a direct result of the project. Leveraged resources can be financial or in-kind and they may be from other donors, NGO’s, foundations, governments, communities or the private sector. Please briefly describe the resources the project has leveraged since inception and indicate how these resources are contributing to the project’s ultimate objective.

Table showing final actual project expenditure by activity to be supplied by the UNEP Fund Management Officer.

ANNEX 3 TO APPENDIX 12

Review of the Draft Report

Draft reports submitted to UNEP EOU are shared with the corresponding Programme or Project Officer and his or her supervisor for initial review and consultation. The DGEF staff and senior Executing Agency staff provide comments on the draft evaluation report. They may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions. The consultation also seeks agreement on the findings and recommendations. UNEP EOU collates the review comments and provides them to the evaluators for their consideration in preparing the final version of the report. General comments on the draft report with respect to compliance with these TOR are shared with the reviewer.

Quality Assessment of the Evaluation Report

All UNEP GEF Mid Term Reports are subject to quality assessments by UNEP EOU. These apply GEF Office of Evaluation quality assessment and are used as a tool for providing structured feedback to the evaluator.

The quality of the draft evaluation report is assessed and rated against the following criteria:

GEF Report Quality Criteria	UNEP EOU Assessment	Rating
A. Did the report present an assessment of relevant outcomes and achievement of project objectives in the context of the focal area program indicators if applicable?		
B. Was the report consistent and the evidence complete and convincing and were the ratings substantiated when used?		
C. Did the report present a sound assessment of sustainability of outcomes?		
D. Were the lessons and recommendations supported by the evidence presented?		
E. Did the report include the actual project costs (total and per activity) and actual co-financing used?		
F. Did the report include an assessment of the quality of the project M&E system and its use for project management?		
UNEP EOU additional Report Quality Criteria	UNEP EOU Assessment	Rating
G. Quality of the lessons: Were lessons readily applicable in other contexts? Did they suggest prescriptive action?		
H. Quality of the recommendations: Did recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'what?' 'where?' 'when?'). Can they be implemented? Did the recommendations specify a goal and an associated performance indicator?		
I. Was the report well written? (clear English language and grammar)		
J. Did the report structure follow EOU guidelines, were all requested Annexes included?		
K. Were all evaluation aspects specified in the TORs adequately addressed?		
L. Was the report delivered in a timely manner		

GEF Quality of the MTE report = 0.3*(A + B) + 0.1*(C+D+E+F)
EOU assessment of MTE report = 0.3*(G + H) + 0.1*(I+J+K+L)
Combined quality Rating = (2* 'GEF EO' rating + EOU rating)/3
 The Totals are rounded and converted to the scale of HS to HU

Rating system for quality of terminal evaluation reports

A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1, and unable to assess = 0.

ANNEX 4 TO APPENDIX 12

GEF Minimum requirements for M&E

Minimum Requirement 1: Project Design of M&E¹²

All projects must include a concrete and fully budgeted monitoring and evaluation plan by the time of Work Program entry (full-sized projects) or CEO approval (medium-sized projects). This plan must contain at a minimum:

- SMART (see below) indicators for project implementation, or, if no indicators are identified, an alternative plan for monitoring that will deliver reliable and valid information to management
- SMART indicators for results (outcomes and, if applicable, impacts), and, where appropriate, corporate-level indicators
- A project baseline, with:
 - a description of the problem to address
 - indicator data
 - or, if major baseline indicators are not identified, an alternative plan for addressing this within one year of implementation
- An M&E Plan with identification of reviews and evaluations which will be undertaken, such as mid-term reviews or evaluations of activities
- An organizational setup and budgets for monitoring and evaluation.

Minimum Requirement 2: Application of Project M&E

- Project monitoring and supervision will include implementation of the M&E plan, comprising:
- Use of SMART indicators for implementation (or provision of a reasonable explanation if not used)
- Use of SMART indicators for results (or provision of a reasonable explanation if not used)
- Fully established baseline for the project and data compiled to review progress
- Evaluations are undertaken as planned
- Operational organizational setup for M&E and budgets spent as planned.

¹² <http://gefweb.org/MonitoringandEvaluation/MEPoliciesProcedures/MEPTools/meptstandards.html>

SMART INDICATORS GEF projects and programs should monitor using relevant performance indicators. The monitoring system should be “SMART”:

1. **Specific:** The system captures the essence of the desired result by clearly and directly relating to achieving an objective, and only that objective.
2. **Measurable:** The monitoring system and its indicators are unambiguously specified so that all parties agree on what the system covers and there are practical ways to measure the indicators and results.
3. **Achievable and Attributable:** The system identifies what changes are anticipated as a result of the intervention and whether the result(s) are realistic. Attribution requires that changes in the targeted developmental issue can be linked to the intervention.
4. **Relevant and Realistic:** The system establishes levels of performance that are likely to be achieved in a practical manner, and that reflect the expectations of stakeholders.
5. **Time-bound, Timely, Trackable, and Targeted:** The system allows progress to be tracked in a cost-effective manner at desired frequency for a set period, with clear identification of the particular stakeholder group to be impacted by the project or program.

ANNEX 5 TO APPENDIX 12

List of intended additional recipients for the Terminal Evaluation (to be completed by the IA Task Manager)

Name	Affiliation	Email
Aaron Zazueta	GEF Evaluation Office	azazueta@thegef.org
Government Officials		
GEF Focal Point(s)		
Executing Agency		
Implementing Agency		