



Investing in rural people

**Cross-cutting capacity building, knowledge services and  
coordination project for the Food Security Integrated  
Approach Pilot Program - GEF project 9140  
Detailed design report**

Main report and appendices

Date: 10/11/2016

Project Number: 9140

## Contents

Currency equivalents .....	5
Weights and measures .....	5
Abbreviations and Acronyms .....	6
Executive Summary .....	9
I. Strategic context and Rationale .....	18
A. Country and rural development context .....	18
B. Rationale .....	20
C. Lessons Learned .....	24
D. Theory of Change .....	25
II. Project description.....	27
A. Project Area and Target Group .....	27
B. Development Objective and impact indicators .....	29
C. Outcomes/Components .....	30
D. Country Projects .....	33
III. Project Implementation.....	35
A. IAP Programmatic Approach .....	35
B. Hub Project Organizational Framework .....	36
C. Planning, M&E, Learning, Knowledge management, and Communication.....	38
D. Financial management .....	41
E. Supervision .....	42
F. Risk identification and mitigation .....	42
IV. Project Costs, Financing, Benefits and Sustainability.....	43
A. Project costs .....	43
B. Project financing.....	44
B. Summary benefits and economic analysis .....	45
D. Sustainability and Resilience .....	46
Appendix 1: Project Logical Framework.....	47
Appendix 2: Country and rural context background .....	53
Appendix 3: Poverty, targeting and gender .....	62
Appendix 4: Detailed project description.....	73
A. Lessons Learned .....	73
B. Theory of Change .....	74
C. Outcomes/Components .....	78

Appendix 5: Institutional aspects and implementation arrangements .....	106
Annex 5.1: Organisational charts and organigram .....	112
Annex 5.2: Management Plan .....	114
Annex 5.2: Hub project implementation partner organisations.....	115
Annex 5.3: Linkages to relevant national development strategies and priorities.....	121
Appendix 6: Planning, M&E and learning and knowledge .....	130
Annex 6.1: Summary of global environmental and socio-economic benefits.....	130
Annex 6.2: Monitoring and Evaluation and Impact Assessment .....	131
Annex 6.3: Key elements of Knowledge Management and Communication plan.....	138
Appendix 7: Financial management and disbursement arrangements .....	150
Appendix 8: Project cost and financing .....	154
Appendix 9: Indicative TORs for Project Staff and Program Bodies .....	168
Appendix 10: Safeguards (Program summary of projects).....	188

## List of Figures

Figure 1: The project's theory of change	26
Figure 2: African target geographies selected for the Food Security IAP Program	26
Figure 3: IAP Program organigram	36
Figure 4: Issues that typically frame the food security discourse in SSA	53
Figure 5: Possible relationship between the science policy interface and other relevant African platforms	80
Figure 6: DiagnosticDiagnostic framework	101
Figure 7: Tailoring of information to different IAP Program targeted audiences	104
Figure 8: IAP Program Reporting Organigram	110
Figure 9: Ladder of change	132
Figure 10: Flow of funds	149

## List of tables

Table 1: IFAD's role	15
Table 2: Country projects goals and main interventions	15
Table 3: IAP GEB and socio-economic indicators	28
Table 4: Anticipated Hub Project Services to the Country Projects per Component	32
Table 5: Summary of the main Project M&E reports, responsible parties, timeframe and costs	37
Table 6: Risks and mitigation measures	41
Table 7: Summary Project costs	42
Table 8: Project co-financing	43
Table 9: Detailed Project Logical Framework	46
Table 10: Country projects gender activities and targets	65
Table 11: Synthesis of activities proposed by countries to be included within each IAP knowledge platform	75
Table 12: Different approaches and scales to support advisory services for INRM	91
Table 13: M&A tools already in use by IAP countries and agencies	97
Table 14: IAP Program Partner Roles	114
Table 15: Linkages to relevant national development strategies and priorities	119
Table 16: Program level monitoring and evaluation	130
Table 17: Communication objectives	136
Table 18: Target audiences	137
Table 19: Communication barriers, motivations, channels and products	138
Table 20: Key messages per target audience	140
Table 21: Top line messages for target audiences	142
Table 22: Indicative Products and activities	144
Table 23: Indicative Timeline	145
Table 24: Total funding per recipient	151
Table 25: Project costs and financing	152

## Currency equivalents

Currency Unit	=	Emalangeni
USD1.0	=	SZL 10.600

## Weights and measures

1 kilogram	=	1000 g
1 000 kg	=	2.204 lb
1 kilometre (km)	=	0.62 mile
1 metre	=	1.09 yards
1 square metre	=	10.76 square feet
1 acre	=	0.405 hectare
1 hectare	=	2.47 acres

## Abbreviations and Acronyms

AFIM	African Facility for Inclusive Markets
AGRA	Alliance for a Green Revolution in Africa
AMCEN	The African Ministerial Conference on the Environment
AMCOW	African Ministers' Council on Water
ASAP	Adaptation for Smallholder Agriculture Program
ASERECA	Association for Strengthening Agricultural Research in Eastern and Central Africa
AU	African Union
AWPB	Annual Work Plan and Budget
BD	Biodiversity
BDS	Business Development Service
BRICKS	Building Resilience through Innovation, Communication and Knowledge Services
CA	Conservation Agriculture – combining crop residues, minimal soil disturbance and crop association (rotation or intercropping)
CAADP	Comprehensive Africa Agriculture Development Programme
CAF	Cancun Adaptation Framework
CBD	Convention on Biological Diversity
CCM	Climate Change Mitigation
CGIAR	Consultative Group for International Agricultural Research
CI	Conservation International
CILSS	Comité Permanent Inter-Etats de Lutte contre la Sécheresse dans le Sahel
COLEACP	Europe-Africa-Caribbean-Pacific Liaison Committee
CST	Committee on Science and Technology
DATAR	Diversity Assessment Tools for Agrobiodiversity and Resilience
EAP	Environment Action Plan
ES	Ecosystem Services
EX-ACT	Ex-Ante Carbon-balance Tool
FAO	Food and Agriculture Organization
FARA	Forum for Agricultural Research in Africa
FANRPAN	Food, Agriculture and Natural Resources Policy Analysis Network
FS	Food Security
GEB	Global Environmental Benefit
GEF	Global Environmental Facility
GHG	Green House Gasses
IAP	Integrated Approach Programme
ICRAF	World Agroforestry Centre
IDRISSI	Drought Resilience and Sustainability Initiative
IGAD	Intergovernmental Authority on Development
IMF	International Monetary Fund
INRM	Integrated Natural Resource Management
IPCC	Intergovernmental Panel on Climate Change
ISC	IAP Steering Committee
ITPGRFA	International Treaty on Plant Genetic Resources for Food and Agriculture
LD	Land Degradation

LDSF	Land Degradation and Ecosystem Health Surveillance Framework
LIA	Lead Implementation Agency
M&A	Monitoring and Assessment
M&E	Monitoring and Evaluation
MoA	Ministry of Agriculture
MoF	Ministry of Finance
MoU	Memorandum of Understanding
NAP	National Action Programs to Combat Desertification
NAPA	National Adaptation Program of Action
NARS	National Agricultural Research Systems
NEPAD	The New Partnership for Africa's Development
NBSAP	National Biodiversity Strategies and Action Plans
NDVI	Naturalized Difference Vegetation Index
NC	National Communications
NGO	Non-Governmental Organisation
NPV	Net Present Value
OFP	Operational Focal Points
PBAS	Performance Based Allocation System
PCU	Project/Programme Coordination Unit
PDA	Project Development Area
PES	Payments for Ecosystem Services
PFP	Project Facilitation Platforms
PHC	Population and Housing Census
PIM	Project Implementation Manual
PIR	Project Implementation Review
PIU	Project Implementation Unit
PME	Planning, monitoring and evaluation
PPP	Public-Private Partnership
PRA	Participatory Rural Appraisal
RAPTA	The Resilience, Adaptation and Transformation Assessment Framework
RCES	Regional Climate and Environment Specialist
RECs	Regional Economic Communities
RDA	Rural Development Area
RIMS	Results and Impact Management System
SACO	Savings and Credit Cooperatives
SADC	Southern Africa Development Community
SBSTTA	Scientific, Technical and Technological Advice
SDG	Sustainable Development Goals
SECAP	Social, Environmental and Climate Assessment Procedures
SEPLS	Socio-ecological Production Landscapes and. Seascapes
SHARP	Self-evaluation and Holistic Assessment of climate Resilience of farmers and Pastoralists
SLM	Sustainable Land Management
SPP	Science Policy Platform
SSA	Sub-Saharan Africa
STAP	Scientific and Technical Advisory Panel
TNC	The Nature Conservancy
TOR	Terms of Reference
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nation Convention to Combat Desertification
UNDAF	United Nations Development Assistance Framework

UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNIDO	United Nations Industrial Development Organization
VC	Value Chain
WB	World Bank
WOCAT	World Overview of Conservation Approaches and Technologies



## Executive Summary

1. The Integrated Approach Program (IAP) comprises three integrated approach pilots that were agreed as part of the sixth replenishment of the Global Environment Facility (GEF) – on sustainable cities, deforestation and food security. The Food Security Integrated Approach Program (IAP-FS) targets agro-ecological systems in the drylands of Sub Saharan Africa (SSA) where the need to enhance food security is directly linked to opportunities for generating local and global environmental benefits.

2. These countries are seriously affected by environmental degradation and loss of ecosystem services, resulting in persistently low crop and livestock productivity, and increased food insecurity for millions of smallholder farmers, in particular the most vulnerable groups, such as women and youth.

3. The IAP-FS seeks to tackle major drivers of environmental degradation by advancing a holistic approach to enhancing agricultural productivity in smallholder systems, where food security is directly tied to agriculture and – in the long term – to the health of the ecosystem of which the farm is a part. A holistic approach will also help ensure that gender and nutrition are mainstreamed throughout the Program as important pieces to address the food security challenge. The Program builds on existing efforts at national and regional level to address various barriers (policy, institutional, and knowledge) in order to catalyze a shift toward safeguarding the natural capital (soil, water, genetic resources) that underpin the resilience of agricultural livelihoods in the long term.

4. In short, the Program seeks to contribute to a paradigm shift in African agriculture in the context of policy debates about how to feed a rapidly expanding population, one which emphasizes the importance of natural capital and ecosystem services. Such an approach will help ensure the sustainability and resilience of production systems in the face of climatic, pest/disease, market and other shocks, including through diversification of production and market opportunities at the level of the producer and awareness-raising, capacity building and evidence-based engagement of key environmental and agricultural actors at various scales.

5. The IAP-FS is fully in line with the Sustainable Development Goals (SDGs). Due to its integrated nature, the IAP will make a significant contribution towards achieving a number of SDGs in Africa, and in particular: SDG1: End poverty in all its forms everywhere; SDG2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture; SDG15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss. Finally, the IAP, through its approach of using multi-stakeholder platforms to strengthen policy and institutional frameworks and to scale up good practices in integrated management of ecosystems, will also contribute to SDG17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.

6. The intention of this program is to demonstrate how these principles can be applied in practice across a range of contexts in SSA, with a focus on identifying proven multi-benefit practices which can be scaled up; while promoting an enabling environment for scaling up via engagement of key decision makers at various scales.

7. The IAP Program is comprised of one cross-cutting regional level project (the subject of this project document) and twelve country-level projects. At both levels it employs a three-pronged approach and common components in every project: (i) engaging stakeholders across the public and private sectors, and across the environmental and agricultural interests to generate awareness of the importance of and demand for integrated solutions (ii) scaling up, diversifying and adapting proven practices which both enhance ecosystem health and improve productivity [70% of program budget]; and (iii) developing and applying methods and tools to track impacts of project activities and general trends in terms of ecosystem and socio-economic resilience and

feed these findings into decision making fora via the first component. In the case of the cross-cutting project the activities under these components will be delivered via contracted partners, including those who are also managing country projects in the program, in order to maximize program coherence while still benefiting from a range of institutional expertise.

8. The cross-cutting project [or "Hub" project, reflecting its primary function of linking the country projects to each other and to the external world] has been designed to help ensure that the program will comprise more than a set of disconnected country projects, which has been a risk with the programmatic modality in the past. An innovation of the GEF6 cycle has therefore been the provision of additional funding for a cross-cutting project: IFAD is entrusted by the GEF to test this arrangement in the case of the Food Security IAP, and this experience will be evaluated to inform the subsequent funding cycle in terms of this modality.

9. To encourage countries to participate in this pilot modality, as well as to raise the levels of resources available to a critical mass, GEF funding has been doubled up to an additional \$4m per country for eligible country project submissions, which must also conform to the IAP principles and structure and participate over the 5 year life of the program. The total value of this program is approx. \$115m in GEF grants (plus approx. \$650m in co-financing), including \$10.8m for the Hub project.

10. Hence, while a small proportion of the total funding, the Hub project plays a critical role in testing the IAP modality and demonstrating what an integrated approach would look like – both in terms of programming GEF resources and in terms of the way project activities are delivered. However as the objectives of the Hub project go beyond support to each country project, and in light of the limited resources, the level of support from the Hub project to a country project will depend in part on the willingness/ability to cost-share technical assistance, participate in opportunities generated by the Hub project (for example South-South learning routes) etc.

11. Key members of each country project team will be funded from the Hub project budget to participate in a program planning and capacity building workshop every 6 months over the first two years, then annually; hosted each time by a different country project. In this way each project team will become directly familiar with the context within which the IAP principles are being applied in other countries, as well as having the opportunity to learn from each other, have capacity building delivered in a cost-effective manner, engage with sub-regional and regional agricultural and environmental actors and participate in program and project planning.

12. The nature and degree of engagement the Hub project will have with any given country project is influenced in part by demand and in part by supply driven approach. The choice of priority activities for the Hub project, reflected in the design of the project, was based in part on the nature of the country projects, the level of country project interest in various options (questionnaire sent to each design team), as well as level of resources available (Tables 5 and 12). GEF Operational Focal Points from eligible countries, other GEF Agencies and potential partners were included in series of workshops to develop both the program and the project.

13. Given the nature of the Program, and considering that it is a pilot, flexibility is needed in terms of what will be delivered and how, guided by the Project Design Report and Grant Agreements with partners. Because of its integrated nature, the results of the Hub project its can be influenced by the results of the country projects. The twelve countries are: Malawi, Tanzania, Kenya, Swaziland, Senegal, Burkina Faso, Niger, Nigeria, Uganda, Ghana, Ethiopia, Burundi: see Table 2 below for details.

14. Seven of these countries have selected IFAD as their GEF Agency. A GEF Agency works with a country to develop and submit a proposal to the GEF and then to assure on behalf of the donor fiduciary and technical standards as well as satisfying reporting requirements. IFAD will also play the role of Lead Agency for the overall program, ie including those IAP country projects for which IFAD is not the GEF Agency, ie IFADs responsibility in this case will be restricted to program level, including aggregation of reporting from all country projects on to the donor. As the GEF Agency of the Hub project, IFAD will have responsibility to ensure the effective support of all

the country projects in terms of the activities detailed in the logframe for this project. The roles played by IFAD in this program and in the Hub project are summarized in Table 1 below.

15. The Hub project and the overall program will be operationalized through the establishment of a Program / Project Coordination Unit (PCU) hosted by ICRAF in Nairobi. The PCU will be composed of the Program/Project Coordinator, in charge of the overall implementation of the Program, with support from a significant set of full time, part time and ad hoc expertise across the range of functions of the project and themes of the program assigned by the delivery partners or hired directly (ToRs in Appendix 9) . This will include a gender specialist to ensure gender mainstreaming, as in SSA agriculture and food security and nutrition but also environmental stewardship typically have gender specific considerations.

16. The PCU will also benefit in its establishment and operations from active oversight from a GEF fee-funded full time P4 Task Manager created by IFAD specifically for this purpose and directly recruited, to be based in Addis Ababa, in charge of the overall supervision of the delivery of the Hub project and management of the Program by the Lead Agency. The choice of Addis Ababa reflects the importance of the African Union as a fora for discourse about and as an opportunity for policy advocacy on agriculture, food security, environmental sustainability and climate resilience in Africa. IFAD corporately will have an active implementation support role in the first year in particular, when the PCU is being established and operationalized and the PCU staff and the P4 post are hired, including the Operational Launch workshop. The first year of implementation in particular will be critical, as the Hub project will be interacting with country projects which themselves will be in the process of getting started, and will be carried out in accordance with a management plan described in Appendix 4.

17. The Hub project will have **three main functions** with respect to the Program:

- (i) **Coordination of the overall Program:** the Hub project will be the vehicle through which funds will be channeled to the structures and mechanisms that will be established to ensure the governance and the overall management of the IAP Program to coordinate the country projects (Figure 3). The project delivery partners (five recipients of on-granted GEF funds) will be engaged in an active partnership, leveraging the institutional expertise and networks on the basis of comparative advantage. The Hub project will be delivered by FAO, UNDP (with AGRA), UNEP (with Bioversity International), CI and ICRAF. PCU staff, irrespective of contract status and may have a matrixed reporting arrangement. While a collaborative effort, the roles and responsibilities of each party are clearly delineated in this project design report and will also be explicit in the respective Grant Agreements. The Hub project will put in place the mechanisms needed to mitigate the potential risks of this Program, such as poor communication and poor harmonization between the different agencies' activities, differences in projects timeframes, and weak policy context.
- (ii) **Knowledge management and communication:** the Hub project will (a) deliver applied knowledge services to the country projects (b) facilitate peer learning between the country projects and (c) connect them to other sources of experience and expertise. The Hub project will also ensure results and impacts are well documented and shared among all the stakeholders, and will refine and apply a well-articulated external communication strategy (Appendix 6) to reach a broader audience. This function includes the creation of products based on data fusion from a wide range of bio-physical and socio-economic sources to represent trends in ecosystem and livelihood resilience in the larger target geography which serves as a context for the specific country project areas. Credible visual products such as these can be particularly powerful in communicating the consequences of maladaptive practices and open a door to policy dialogue.
- (iii) **Reporting and adaptive management:** the Hub project will establish a M&E system to ensure timely reporting on Program level indicators and progress to IFAD, who will then validate and submit to the donor. In addition to analyzing and aggregating country project results, the Hub project will also deliver assessments of changes of resilience at regional

scale. The monitoring and evaluation system will be closely linked to knowledge management and communication in order to report results.

It is important to clarify that there is not a 1:1 correspondence between project components and the functions. There intentionally is a 1:1 correspondence between the first three components of the Hub project and the three components of the country projects. However the *manner* in which these components will be delivered, the *scale* at which they will be delivered and to some extent the *partners* through which they will be delivered are different in the Hub project compared to country projects. It is important to emphasize that there will be some level of support provided with respect to each component, and that all country projects will benefit from this (for example, for C1, good practice in bridging the agriculture – environment divide), as well as a separate set of activities on that theme which are specific to the regional scale and involve a different set of stakeholders.

## **Component 1: Create and/or strengthen integrated institutional frameworks and mechanisms for scaling up proven multi-benefit approaches**

1. Under this component, FAO and UNEP, in partnership with a range of other actors and via existing platforms in SSA, will help address institutional and policy barriers to inclusion of ecosystem services aware approaches into policies and investments for improved and sustainable smallholder agriculture and food value chains. The focus of this component will be facilitation of dialogue, models, metrics and practices which bridge the agricultural and environmental agendas and constituencies, at various scales. Wherever possible this will involve strengthening existing partnerships but, where these are lacking, may facilitate the creation of fora. One set of interventions will take place at the regional and sub-regional scales, targeting opinion shapers at that level; while another will focus on providing the toolsets to country projects to bringing agricultural and environmental actors together (for example different ministries, or even land users with different priority objectives at landscape scale) in order to influence decision-making, based on good practice.
2. Support will be provided as necessary on good practice in problem identification, negotiation, trade-off analysis etc related to mainstreaming environmental concerns into development planning and specifically the agricultural sector. Perspectives will be challenged through the use of environmental economics in order to help reveal otherwise under-valued non market public goods in agricultural landscapes. Finally, the question of if/how a multi-scale approach is practical will be examined. Given that the country projects range from high intensity interventions over a small area to low intensity but national or sub-nation in scope, this portfolio of projects provides an idea test case to develop a robust multi-scale approach. A sound multi-scale approach is an important framework through which to assess the viability and create an enabling environment for scaling up proven practices and approaches, which is the focus of Component 2 and central to the entire program.
3. This component, as with the other components, will be preceded by revision of the country needs analysis initially undertaken during the design phase in order to identify the priority themes to be addressed.
4. Operationally, a 'Science and Policy Interface' (SPI) will be established under this component to support applied scientific knowledge dissemination to inform policy dialogue via evidence-based advocacy for mainstreaming gendered ecosystem and climate resilience approaches into food security related policies and practices. The SPI is a kind of master platform which will be maintained via the project but whose useful life is intended to finish by the end of the project, having served as a vehicle to generate interest and debate which should be sustained through other networks and mechanisms.
5. The SPI will help identify, analyse, document and disseminate in English and French proven practices in terms of: (i) national policies and strategies for integrated natural resource management (INRM) and sustainable land management (SLM) as it pertains to food security (ii) mechanisms for mainstreaming INRM/SLM (including in particular agrobiodiversity objectives) for food security and (iii) sustainable and innovative financial mechanisms and market opportunities

for scaling-up INRM/SLM approaches (including the question of the financial sustainability of agricultural advisory services where there are poor public extension services). This component will also strengthen relevant platforms and initiatives that support innovation for sustainability and resilience of agricultural ecosystems at country and regional levels and make available to decision makers the latest scientific and technical knowledge and tools through a scientific knowledge support interface. Finally, through this component, a set of scientifically sound policy-support tools will be generated and, if possible, tested. Evidence to feed both advocacy and policy relevant tools will be derived in part from the activities of Component 3 (below).

## **Component 2: Scaling up integrated approaches and practices**

6. Component 2 focuses on identifying and demonstrating practices and approaches for balancing the growing demands on agricultural systems to produce ever more food for growing populations with the need to safeguard vital ecosystem services; and in doing so, contribute to the sustainability and resilience of the livelihoods of smallholders. Furthermore and importantly, scaling mechanisms will be identified and tested, in particular via two priority intervention pathways identified through a participatory design process as addressing key scaling constraints in SSA. The first, led by UNDP (with AGRA), will work with the value chain approach, an increasingly important way of conceptualizing and structuring rural development interventions in SSA, which nevertheless carries the risk of exposing producers to market vagaries as well as to over specialization which can lead to climate, pest, disease and other vulnerabilities. This pathway will focus on the value of diversification and low external input options while still leveraging the power of market opportunities.

7. This will build on AGRA and UNDPs existing work and experience in agro-food value chains on the continent and involve building strong partnerships. UNDP will provide trainings and support a grant mechanism to green value chains. It will also develop a toolkit on integrating sustainability and resilience in value chain development and scaling up models. AGRA will manage a competitive small grant mechanism, in line with its considerable experience with this modality, through which to engage the experience of third parties to support interested country projects in this area; one per sub-region. As only some IAP country projects are value-chain focused the level of engagement may vary from country to country; there will in any case be engagement at sub-regional level which will draw on and benefit a wider range of stakeholders.

8. The second intervention pathway for scaling will be led by FAO, who will leverage existing Agricultural Advisory Services platforms in order to identify operational and ultimately self-sustaining models of capacity building in SSA for INRM for smallholder production. This is critically important in many countries in SSA due to the long term decline in investment in extension support, in addition to the longstanding propagation of models dependent on expensive external inputs which, while part of the solution, are often misapplied, becoming counterproductive.

9. This set of activities aims to facilitate the adaptation, uptake and scaling up of agricultural INRM best practices in IAP countries and beyond, with a particular focus to identifying financially sustainable models for propagation of this approach at farmer level. FAO will support the country projects by availing capacity development, technical support and knowledge exchange to countries on these topics (for country project specific support beyond a common minimum level FAO will act as a referral service, in light of the limitation in resources and multiple objectives of the Hub project).

## **Component 3: Monitoring and assessment of global environmental benefits and agro-ecosystem resilience**

10. This component will focus on (i) development of a conceptual framework for multi-scale monitoring and assessment of ecosystem services and socio-economic benefits; (ii) establishment

of quantitative baselines for ecosystem services and gender disaggregated measures of food security at multiple scales; and (iii) an operational framework for measuring changes in ecosystem services and food security at multiple scales, and ideally their interactions. Through this component the project will leverage support from Conservation International (CI) and its program Vital Signs, UNEP and Bioversity International in partnership with other stakeholders involved to help ensure that there is capacity in place at country project and regional levels to apply appropriate tools and practices for monitoring resilience at multiple scales.

11. Data generated by Component 3 will be essential for monitoring and assessment of the overall impact of the IAP Program. It will also be fed into the Science and Policy Interface generated under Component 1 and inform the scaling up pathways for integrated approaches promoted via Component 2. Through this component the sub-regional and regional level policy engagement processes will be informed by Vital Sign Atlases, as well as country specific atlases (subject to data availability). Country projects and other actors will benefit from exposure to (and interested project teams support in applying) the use of the Diversity Assessment Tool for Agrobiodiversity and Resilience (DATAR) to identify where the deliberate use of appropriate agrobiodiversity can generate a range of benefits for smallholders.

#### **Component 4: Coordination, reporting and general management functions across IAP projects for Programmatic impact, visibility and coherence**

12. The primary objective of Component 4 is to establish and operate the Project Coordination Unit (PCU). The PCU will undertake project management. Given that a primary function of the Hub project is to coordinate the larger IAP Program (twelve country projects plus regional level objectives), the PCU will also effectively be a "Program Management Unit". Component 4 of this project will also be the financial vehicle through which the governance structures of the Program will be established and operated (Program Technical Advisory Committee and Program Steering Committee). Delivery of Component 4 will be the responsibility of ICRAF. Component 4 will also assure the delivery of applied knowledge and communication mechanisms to the country projects and beyond, and establish an operational M&E system.

13. Capacity building on IAP themes will be delivered via the partners managing Components 1-3 through biannual (first two years) and subsequently annual program planning meetings through which all country project teams will be brought together with key resource people and partner institutions. This project will, via Component 4 activities, encourage a culture of peer-to-peer learning between project teams and beyond; including by establishing thematic communities of practice. The PMU will lead, with delivery partners and leveraging the IFAD network and experience seek to identify complementary resources to extend the geographical extent of applied experience sharing with other dryland regions characterized by smallholder production in order to identify options and models for sustainable intensification.

14. The project through this component will also promote dissemination of results through multiple channels, develop outreach material and ensure gender considerations are properly mainstreamed throughout the Program; reflected in a detailed knowledge management and communications plan presented in this project document.

15. It will also be the vehicle to monitor and assess the overall impact of the Program at mid-term and at the end using a combination of results-based metrics and outcome mapping of behavioural change of key Program partners from land users to national policy makers and regional bodies. As such the objective is to move beyond (in addition to) traditional M&E to monitor changes in policy discourse and practice on food security in SSA over the life of the project in order to determine the direction and degree of change.

16. This project will not seek to directly generate global environmental or socio-economic benefits, but rather strengthen the overall Program delivery to maximize those benefits through support to the country projects and beyond. Indicators for Global Environmental Benefits (GEBs) to be monitored at Program level by the regional project include land under integrated and

sustainable management (hectares), and Greenhouse Gas (GHG) emissions avoided/sequestered (tons of CO<sub>2</sub>eq) and a metric of biodiversity in production landscapes (tbd). Socio-economic benefits to be monitored and aggregated at Program level include number of beneficiary households (gender disaggregated) and an index of their food security.

**Table 1:** IFAD's role

As GEF Lead Agency for this IAP Program	IFAD is the lead agency for this Program (Hub project+12 country projects). This role is specific to this Program because it involves multiple GEF agencies on behalf of whom IFAD is the counterpart to the donor with respect to the overall design and delivery of the Program. IFAD's role as a GEF agency at the regional level (Hub project) is different than its role for its country projects. At the regional level IFAD will work more closely with the donor than at country level, especially in years 1 and 2, because of the nature of the new pilot modality introduced by the IAP. Given the size, complexity and prominence of this program, IFAD has created a P4 level fee funded position (based in Addis Ababa in order to be close the nerve centre of policy discourse on food security and agriculture in Africa due to the presence of the African Union) as the Task Manager for this program
As GEF Agency for 7 of the 12 individual projects comprising the Program	IFAD is GEF agency for seven of the country projects plus this cross-cutting coordination project. A GEF agency is responsible for assuring, agreed the fiduciary and technical standards. In this sense the role of IFAD is no different under the IAP than for any other GEF project for which it acts as the GEF Agency. However IFAD, as with the GEF Agencies for the other country projects, is expected to ensure that the country projects for which it is responsible act as part of the larger program from design through delivery.
As the GEF Agency for the Hub project	IFAD will assure the normal oversight role of a GEF Agency. However given that the Hub project is the means through which Program management will be delivered, IFAD will play a more active role, in particular in the first two year. It should be noted that IFAD will only attend as an observer but will exercise a no objection with respect to the recommendations of the Steering Committee

17. The Food Security IAP Program targets 12 countries in SSA that are seriously affected by environmental degradation and loss of ecosystem services, resulting in persistently low crop and livestock productivity, and increased food insecurity for millions of smallholder farmers. The twelve countries are: Malawi, Tanzania, Kenya, Swaziland, Senegal, Burkina Faso, Niger, Nigeria, Uganda, Ghana, Ethiopia, Burundi.

**Table 2:** Country projects goals and main interventions

Country	Agency	Project Name	Goal	Focal Areas <sup>1</sup>	Main Interventions
Ethiopia	UNDP	Integrated Landscape Management to Enhance Food Security and Ecosystem Resilience	To Enhance Long-Term Sustainability and Resilience of the Food Production Systems by addressing the environmental drivers of Food Insecurity in Ethiopia	LD	1) INRM technologies, alternative energy, climate smart agriculture, post-harvest, index insurance
				BD	2) engage PP
					3) form and facilitate multi-stakeholder platforms to integrate resilience in policy dialogue
					4) support organization and networks to promote INRM, energy, access to food
Uganda	UNDP/	Fostering	The overall goal or development objective	LD	1.) Strengthen multi-stakeholders platforms

<sup>1</sup> LD: land degradation; BD: biodiversity; CC: climate change

	FAO	Sustainability and Resilience for Food Security in Karamoja sub region	of this project is to improve food security by addressing the environmental drivers of food insecurity and their root causes in Karamoja sub-region.	BD	2.) Institutional and civil society training on INRM 3.) alternative income-generating activities 4.) Landscapes rehabilitation 5.) charcoal production value chain
Ghana	WB	Sustainable Landscape Management Project in Northern Ghana	To scale-up integrated landscape management practices in selected target communities to maintain ecosystem services.	LD BD CC	1.) Support to multi-stakeholder platforms 2.) Scale SLM and INRM practices 3.) Rangeland management and agro-pastoralism 4.) Scale up biodiversity conservation practices
Burundi	FAO	Support for sustainable food production and enhancement of Food security and Climate Resilience in Burundi's Highlands	To Improve diversified production systems for sustainable food security and nutrition through integrated sustainable landscape management and establishment of sustainable food value chains.	LD BD	1.) Strengthen farmer field schools 2.) Promote SLM and INRM at catchment level 3.) climate smart the baseline value chain
Swaziland	IFAD	Climate-Smart Agriculture for Climate-Resilient Livelihoods	Project Objective: Replicate and up-scale the SLM approach on the ground, to increase or maintain ecosystems service flows for sustained crop, livestock and forest production, and conserve biodiversity. The project would also endeavour to build climate resilience households.	LD BD CC	1.) Chiefdom development planning capacity 2.) SLWM practices at multiple scales 3.) Institutional capacity building
Kenya	IFAD	Establishment of the Upper Tana Nairobi Water Fund	A well conserved Upper Tana River basin with improved water quality and quantity for downstream users (public and private); maintaining regular flows of water throughout the year; enhancing ecosystem services, specifically food security, freshwater and terrestrial biodiversity, and improving human well-being and quality of life for upstream local communities	LD BD CC	1.) Establish Water Fund Management Platform 2.) SLM and INRM activities in the catchment area 3.) Knowledge management and learning systems
Senegal	IFAD/UNIDO	Agricultural Value Chains Support Project	Increasing sustainability and resilience of agriculture and value chains for an enhanced food security in Senegal	LD CC	1.) SLM and INRM activities 2.) Renewable energy 3.) Institutional capacity building and support to multi-stakeholder platforms
Burkina	IFAD	Fostering Participatory Natural Resource Management Project	Promote sustainable ecosystem services management to ensure food security and increase smallholders farmer's resilience.	LD	1.) Sustainable water management and water harvesting 2.) Land rehabilitation 3.) Micro-projects for NTFPs and renewable energy in agriculture 4.) Institution of securing sustainable investments for households 5.) National monitoring and evaluation 6.) Advisory support services
Niger	IFAD	Smallholder agricultural development programme	Ensure sustainable food security and strengthen smallholder farming resilience	LD	1.) Soil and water conservation activities 2.) Promoting and strengthening institutional frameworks and capacity through convention 3.) Supporting monitoring, evaluation, and assessment systems
Malawi	IFAD	Enhancing the Resilience of Agro-Ecological Systems (ERASP)	Enhancing the provision of ecosystem services to improve productivity and resilience of agricultural systems	LD BD CC	1)Development of catchment management plans and establishment of catchment management committees 2)Conserve the wider catchment area and rehabilitate the land 3)improve soil fertility, soil moisture availability and farm management strategies
Tanzania	IFAD	Reversing Land Degradation trends and increasing Food Security in degraded	The project aims at reversing land degradation trends and increase food security in central Tanzania through supporting sustainable land and water	LD	1.) Farmer Field Schools to implement SLM and conservation farming practices, strengthen agricultural extension services and create a farmer-to-farmer extension service



		ecosystems of Semi-arid areas of central Tanzania	management and ecosystem-based adaptation.	BD CC	2.) Institutional capacity building for sustainable land management and biodiversity conservation at landscape level
Nigeria	UNDP	Fostering Sustainability and Resilience for Food Security in Nigeria	Enhancing long-term environmental sustainability and resilience of food production systems in order to ensure improved national food security	LD	1.) Establish and add sustainability issues to existing platforms
				BD	2.) Support livestock extension workers
					3.) Scaling up of SLM best practices
					4.) Sustainable grazing

## **I. Strategic context and Rationale**

### **A. Country and rural development context**

18. The Hub project will provide regional capacity building, knowledge services and coordination to support the twelve country projects under the GEF IAP-Food Security. As such, it is fully supporting the regional priorities of the IAP and national priorities of the twelve countries that are directly participating in the Program.

19. The IAP Program is reinforcing the commitments of the participating countries to implement the UN Convention to Combat Desertification (UNCCD), the Convention on Biological Diversity (CBD), and the UN Framework Convention on Climate Change (UNFCCC) in an integrated manner that maximizes synergies and generates multiple global environmental benefits across conventions. The Program will also ensure that food security benefits underpins the achievements of Global Environment Benefits (GEBs), by working in concert with the African Union's Environment Action Plan (EAP) and Comprehensive African Agricultural Development Program (CAADP), and its pillars on (i) extending the area under Sustainable Land Management (SLM) and reliable water control systems; (ii) improving rural infrastructure and trade-related capacities for market access; (iii) increasing food supply, reducing hunger, and improving responses to the food emergency crises; and (iv) improving agriculture research, technology dissemination and adoption.

20. The IAP Program directly contributes to the implementation of the UNCCD 10-year strategic plan (10YSP) 2008-2018 and its strategic objectives on: (i) to improve the living conditions of affected populations; (ii) to improve the condition of affected ecosystems; (iii) to generate global benefits through effective implementation of the UNCCD; and (iv) to mobilize resources to support the implementation of the Convention through building effective partnerships between national and international actors. The Program has also been designed to contribute to the operational objectives of the 10YSP, especially on (i) policy framework; (ii) science, technology and knowledge; and (iii) financing and technology transfer. All participating countries have allocated STAR funding from the GEF Land Degradation focal area and all 12 national projects are consistent with the National Action Programs to Combat Desertification (NAPs).

21. With regard to the CBD, the IAP Program will contribute to the Strategic Plan for Biodiversity 2011-2020 and the associated Aichi target 7 on sustainable agriculture, aquaculture and forestry. The IAP is designed to contribute to the CBD Program on Agricultural Biodiversity and its cross-cutting initiative on Food and Nutrition, as well as the International Treaty on Plant Genetic Resources for Food and Agriculture. National projects will be consistent with the National Biodiversity Strategies and Action Plans (NBSAPs), especially those with STAR funding from the Biodiversity Focal Area: Burundi, Ethiopia, Ghana, Kenya, Malawi, Nigeria, Swaziland, Tanzania, and Uganda, which are countries with high biodiversity values that have prioritized conservation of their agro-biodiversity.

22. The Food Security IAP Program also responds to UNFCCC priorities on issues related to agriculture, especially the identification and assessment of agricultural practices and technologies to enhance productivity in a sustainable manner, food security and resilience, considering the differences in agro-ecological zones and farming systems, such as different grassland and cropland practices and systems (FCCC/SBSTA/2014/2). National projects will respond to priorities identified in National Communications (NCs), especially those with STAR funding from CCM-2, which include Burundi, Ghana, Kenya, Malawi, Nigeria, Senegal, Swaziland, Tanzania, and Uganda that have prioritized reduction of emissions from land use, land use change and forestry, and deforestation and forest degradation. In addition, several country projects also respond to priorities in the National Adaptation Program of Action (NAPA) to meet urgent and immediate needs to adapt to climate change, including Burkina Faso, Burundi, Malawi, and

Senegal. Lessons learned will also inform the UNFCCC national adaptation plan (NAP) process established under the Cancun Adaptation Framework (CAF).

23. **National development frameworks:** Country projects are also aligned with national development strategies and priorities including: ensuring national food and nutrition security, poverty reduction, securing environmental governance, furthering green growth and value chain development and local sustainable development. Annex 5.3 details project country policies relevant to the IAP Program. The majority of country projects host governments have official policies that outline agricultural and economic development, as well as land and water resource management, priorities and strategies. A number of countries have policies that directly address environmental sustainability, climate change, and land degradation. Most of the project countries recognize the integrated nature of food security, agricultural and economic development, environmental sustainability, and social issues, such as poverty reduction, in their state policies.

24. **Regional: African Union (AU) and the Comprehensive Africa Agriculture Development Program (CAADP) and the Malabo Declaration:** The IAP Program builds on the momentum created by the 2014 Year of Agriculture and Food Security in Africa that was launched by the African Union to mark the 10<sup>th</sup> anniversary of the adoption of the Comprehensive Africa Agriculture Development Program that has received GEF support through the TerrAfrica platform. The objective of the Year of Agriculture was to consolidate active priorities toward new priorities, strategies and targets for achieving results and impacts to transform Africa's agriculture through harnessing opportunities for inclusive growth and sustainable development.

25. The proposed IAP Program is fully consistent with the focus on increased agriculture production, productivity and value addition, functioning agricultural markets and increased investments along the agriculture value chain embodied in the Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods adopted by the AU in June 2014. Selected countries all have a CAADP strategy in place. In addition, the IAP Program will support the African Ministerial Conference on the Environment (AMCEN) and its action plan for the Environment Initiative for the New Partnership for Africa's Development (NEPAD). Its 6<sup>th</sup> Special Session held in April focused on the 2030 Agenda for Sustainable Development in Africa and how to harness Africa's rich natural capital. Strong linkages with AMCEN will be developed by the IAP Program's policy component.

26. **Global: Sustainable Development Goals (SDGs):** The objectives of the IAP are also fully in line with the Sustainable Development Goals (SDGs), adopted by the UN General Assembly in September 2015. Due to its integrated nature, the IAP will make a significant contribution towards achieving a number of SDGs in Africa, and in particular: SDG1: End poverty in all its forms everywhere; SDG2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture; SDG15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss – the IAP will contribute to a wide range of targets under this SDG pertaining to reduction of desertification and land degradation as well as biodiversity loss, and sustainable use and management of ecosystems. Finally, the IAP, through its approach of using multi-stakeholder platforms to strengthen policy and institutional frameworks and to scale up good practices in integrated management of ecosystems, will also contribute to SDG17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.

27. The Project is fully aligned with **IFAD's strategies and frameworks** on: scaling up, gender, climate change, environment and natural resource management and IFAD 10 agenda of ensuring 100% climate mainstreaming in all IFAD projects by 2018.

- **Scaling up Framework:** The project will bring results to a larger scale in a sustainable manner by help removing constraints for scaling up in the policy and institutional space, as well as in the partnership and learning space
- **Gender Policy:** The project gives particular attention to women and youth. It addresses the three strategic objectives by supporting the scaling out of gender-sensitive multi-benefits practices,

improving female representation in evidence-based decision making on INRM, and gender disaggregated measures of food security and global environmental benefits

- Climate Change Strategy: The project is fully aligned with the strategy by supporting innovative approaches to help smallholder farmers build their resilience to climate change and support coherent dialogue on climate change, rural development agriculture and food security
- Environment and Natural Resource Management Policy: The project is fully aligned with the policy core principles, in particular by supporting the scaling-up of investments in multiple-benefit approaches for sustainable agricultural intensification
- IFAD 10 Agenda: The project is in line with IFAD 10 commitment of 100% climate mainstreaming in all IFAD projects through the supporting of climate sensitive approaches and actions and by promoting dialogue and raising awareness about climate and its impacts in the whole region

## **B. Rationale**

### **a) Global environmental problems in SSA Agriculture and root causes**

28. The challenges to agricultural production and food security in SSA have been widely documented. Cereal yields average only around one ton per hectare and are notoriously low compared with other regions of the world that benefited from the green revolution in the 1960s and 1970s, where yields are now at least three times higher than in SSA. Due to low resilience of agro-ecosystems to stressors and shocks, such as increased pressure on land and climate change impacts, yields are declining in parts of Africa. The seriousness of the situation is exacerbated by the fact that land is the source of employment for 70% of the population, and more than 80% of people live in extreme poverty. SSA also has the highest population growth in the world of around 2.1% per annum, leading to the doubling of the population within 30-40 years, as well as a rapidly increasing proportion of the population residing in urban places including ever-growing slum communities. This poses unprecedented and as yet poorly understood challenges as well as opportunities for moving toward increased sustainability and resilience of food production systems.

29. In SSA, production landscapes and agro-ecosystems are often unprotected and freely exploited, leading to their degradation and loss of productive functions, a situation which is exacerbated by water scarcity in arid and semi-arid areas and acute land pressures especially in more fertile highland areas and urban fringes. Sustainable agricultural intensification in SSA has yet to succeed because it has not addressed the depletion of the natural capital important for sustaining productivity. Land cover is decreasing in many agro-ecosystems due to inappropriate cultivation methods and lack of integration of tree crops in the farming systems, leading to increased soil erosion. Soil organic matter is also being lost over large areas due to insufficient return of organic matter to the soils, which in turn causes low response to fertilizers and problems of nutrient depletion, including loss of soil carbon.

30. This has been coupled with loss of agro-biodiversity - genetic diversity and wild relatives of globally important domesticated species - leading to further loss of *resilience* - the ability of a system to maintain objectives or functions in the face of stressors and shocks - of agro-ecosystems, such as climate variability and change. Crop genetic resources is a major factor in sustaining agricultural production over time, providing an important buffer and "insurance" against external factors like insects and other pests, plant diseases and climatic variability. Lack of genetic diversity leads to a reduction in biodiversity capability to adapt to biotic and abiotic stresses in the environment. This limits current and potential utilization in crops, forest and livestock taxa, which significantly impacts food and nutrition security. In many areas it is not the scarcity of calorie-rich foods that undermines the health and productivity of Africa's poor, but rather a lack of micronutrients that are lost when agro-biodiversity resources are removed. Micronutrient deficiency is often called the "hidden hunger" because it can occur even when diets include an adequate amount of energy (calories). Other obstacles to intensification include limited access to markets, credit and food value chains by the hundreds of millions of smallholders that form the

backbone of African agriculture, and poor links between science, policy and action – i.e. the latest knowledge on sustainable agricultural intensification is not being fed into the decision-making process.

31. All of these obstacles affect women in particular. The gender productivity gap is in fact due to a lack of land ownership or long-term user rights, a lack of access to productive land, to credit, to productive farm inputs (including farming tools), to market information and to a lack of support from extension and other advisory services. These also represent constraints on women's and men's uptake of climate-smart agriculture practices.

## **b) Preferred solution, barriers and baseline scenario and Programs**

32. A preferred, long-term solution to the global environmental problem of loss of ecosystem services underpinning food security is to promote pathways of agricultural intensification in smallholder systems that safeguard natural capital for long-term sustainability, and that progressively enhance resilience in the face of climate change and other hazards. In the target geographies, SSA governments and development partners have in recent years been stepping up efforts to increase food production, focusing mainly on smallholder farmers' access to agricultural inputs and markets.

33. Although significant progress has been made, many promising approaches have not been taken to scale, and there are yet no consistent efforts to integrate management of natural capital and ecosystem services into investments that aim to improve smallholder agriculture and food security, including the growing risks of climate change. Moreover, interventions aimed at strengthening institutional frameworks and incentives have not been sufficiently linked to approaches to scaling up focusing on market access and value chains. Monitoring and assessment of impacts of interventions have not incorporated the effects on ecosystem services and resilience. Building on past efforts, the IAP Program will focus on removing barriers to sustainability and resilience of smallholder agriculture for food security in SSA. This includes fragmented policies, lack of coordination across sectors and scales, lack of integrated financing and market opportunities, and inadequate extension and access to knowledge:

### **(i) Fragmented policies**

34. Fragmented policies, poor governance and weak evidence of the benefits of investing in Integrated Natural Resources Management (INRM)<sup>2</sup> have long been seen as a key barrier to sustainable land management by African governments and their development partners. Introducing greater resilience and sustainability into food production systems will require stronger links between the environment and the agriculture sectors at all levels and harmonization of sectoral policies. Yet nationally and regionally these sectors traditionally have weak linkages. At the regional level, the African Union's (AU) New Partnership for Africa's Development (NEPAD) Environment Action Plan (EAP) and its Comprehensive African Agricultural Development Program (CAADP) has received support through a number of initiatives such as TerrAfrica that has promoted mainstreaming of sustainable land management in policies and institutional frameworks at national level, and supported the development of tools for policy and financing of SLM, and SLM best practices guidelines (e.g. FAO/WOCAT). More recent AU/NEPAD initiatives include the Africa Climate Smart Agriculture Alliance that was launched in 2014 to leverage the partners effort to support scaling up of climate smart agriculture to at least 6 million farm households. The Alliance unites the public sector with research and civil society organizations to scale up on-farm assistance, link to technological advances and support a favorable policy environment.

35. In addition, any Program for food security that is to be sustainable and resilient will need to systematically integrate efforts for managing crop genetic resources, as resilience of food

---

<sup>2</sup> Sayer J.A and Campbell B: "Integrated Natural Resource Management is a conscious process of incorporating the multiple aspects of resource use into a system of sustainable management to meet the goals of resource users, managers and other stakeholders (e.g. production, food security, profitability, risk aversion and sustainability goals)." *The Science of Sustainable Development: Local Livelihoods and the Global Environment*. Cambridge University Press, 2004.

systems is closely linked to the agro-biodiversity that they harbor. Conservation and sustainable use of plant genetic resources for food and agriculture is governed by the International Treaty on Plant Genetic Resources for Food and Agriculture (ITPGRFA), which entered into force in 2004. The ITPGRFA is in turn supported by regional and national policies that aim at improving the “formal” system of plant genetic resources conservation and development that will provide smallholders with the varieties needed in food production and value chains. The situation in the affected regions would have to be more thoroughly analyzed, but there is good reason to believe that there are significant gaps in existing knowledge and infrastructure in this field, in other words that countries (and the respective regions) are not adequately prepared to fully reap the potential benefits of the genetic resource base. This will probably be even clearer if one takes the potentials of crop wild relatives of important food crops into consideration.

## **(ii) Lack of coordination and collaboration across sectors and scales**

36. Addressing barriers to coordination and harmonization across sectors and scales is key to achieve transformational change of African agriculture and to put it on a pathway to sustainable intensification. Links between science and practice across sectors and landscapes need to be enhanced in order to identify common objectives, and to promote evidence-based policy and decision making to inform the scaling up of investments in sustainability and resilience for food security. At the national level, there is still a lack of harmonization and mainstreaming of SLM and agro-biodiversity into expenditure frameworks and appropriate incentive structures for smallholder agriculture. There is lack of appreciation of the fact that environmentally-sound forms of agricultural production can address productivity gaps, while at the same time securing critical ecosystem services (hydrology and climate regulation, nutrient and carbon cycling, pest and disease control, etc.) that underpin sustainability and resilience of agroecosystems. At the regional level, there is a need to synthesize and make the latest scientific and technical knowledge, tools and methods available across sectors and scales, and to properly engage stakeholders from governments, local communities, the private sector and the technical and scientific community in multi-stakeholder coalitions.

37. There is also clear need for collaborative actions at sub-regional level for coordination and harmonization, interconnected data and information systems, as relevant, to promote wider protection and development of agro-ecosystems and landscapes, particularly across similar ecologies, transboundary highland areas and river and lake basins and grazing corridors. Regional groupings such as *le Comité Permanent Inter-Etats de Lutte contre la Sécheresse dans le Sahel* (CILSS) and *Alliance Globale pour la Résilience - AGIR Sahel et Afrique de l'Ouest*, the Intergovernmental Authority on Development (IGAD) and the Drought Resilience and Sustainability Initiative (IDRISSI), and the Southern Africa Development Community (SADC), are already supporting sub-regional efforts to enhance resilience and food security while combating desertification and drought. However, better integration between food security and resilience on the one hand, and environmental agendas on the other are needed. Moreover, there are weak links between Anglophone and Francophone countries, and highland areas are not given sufficient attention.

## **(iii) Access to finance, markets, inputs and processing technology**

38. In recent years initiatives such as the national agricultural investment plans (CAADP supported by FAO-World Bank) and those supported by the Bill & Melinda Gates Foundation, Alliance for a Green Revolution in Africa (AGRA), Rockefeller Foundation, UNDP African Facility for Inclusive Markets (AFIM) and IFAD's Adaptation for Smallholder Agriculture Program (ASAP) have addressed some of the barriers related to access to markets, value chains and finance in SSA. AGRA supports work on value chains on key staple food crops as a means of scaling up integrated soil and land management. This involves developing Public Private Partnerships (PPPs) to address access to input and output markets, essential for farmers to sustainably increase their yields. UNDP Regional Service Center for Africa (RSCA), Inclusive Growth and Sustainable Cluster (IGSD), Private Sector AFIM unit supports the development of inclusive

business models and markets, the objective being to include the poor in the value chain as consumers, producers, business owners or employees.

39. Achieving transformational change of agricultural practices in SSA is hampered by difficulties of scaling up due to the large number of smallholders whose access to agricultural inputs and markets is limited. Hence, they have limited incentives to increase production through sustainable intensification. Regional and local markets offer increasing opportunities for the African agri-food sector through opportunities for expansion of agricultural production and value addition. However, Africa's value chains and agro-industries remain weak, constrained by lack of capital, finance and credit, appropriate post-production technologies, poor infrastructure and inadequate market information that make investments in the agri-food sector risky and less profitable. Post-harvest losses remain high and are indicative of poorly functioning and inefficient value chains. Grain losses of major staple foods in sub-Saharan Africa are worth potentially \$4 billion a year and could meet the minimum annual food requirements of at least 48 million people.

40. Recently, the Grow Africa partnership platform has been launched by the African Union Commission, the NEPAD Agency and the World Economic Forum to help catalyze sustainable investment and growth in African agriculture through large scale commercialization. However commercialization objectives must always be cognizant of multiple ecosystem services and limits and of functional landscape diversity in order to provide sustainable benefits for multiple users. Institutional arrangements such as Payment for Environmental Services and Public-Private-Producer Partnerships, such as TNCs work on water funds, will facilitate such solutions. Additional baselines include Global Alliance for Resilience (AGIR) - Sahel and West Africa, New Alliance for Food Security and Nutrition, TerrAfrica Program, Great Green Wall Initiative (GGWI), Global Alliance for Action for Drought Resilience and Growth- Horn of Africa, Global Resilience Partnership, Regional Agency for Agriculture and Food, The Intergovernmental Authority on Development's (IGAD) Drought Resilience and Sustainability Initiative (IDDRSI), Pilot Program for Climate Resilience (PPCR), The Landscapes for People, Food and Nature Initiative, The CGIAR Research Program on Dryland System, International Fertilizer Development Center (IFDC).

41. Building on these baselines, and with incremental GEF support, there is an opportunity to create market demand for environmentally friendly food chains, which has the potential to achieve transformation at scale of African agriculture, leading to both intensified production and enhanced sustainability and resilience.

#### **(iv) Inadequate extension and access to knowledge**

42. Finally, the assistance and adaptation of technologies and knowledge to build a more regenerative, sustainable agricultural production system is not supported by the current extension system in most countries. At the same time the adoption of new technologies involves a change of current practices (farmer level) that in most cases are linked to existing cultural values and traditions (agricultural practices). A successful adoption and local adaptation of practices and technologies would hence be difficult if they are not perceived as consistent with existing values, past experiences and the real needs of the farmers. In fast changing rural systems and under the pressures of climate change, today's technological proposals are unlikely to be tomorrow's solutions. Farmer need to be supported with agro-ecology literacy to improve their skills in decision making and experimentation of solutions, but also to strengthen local empowerment and build farmer agency. Farmer-centered extension approaches, such as the Farmer Field Schools Program implemented by FAO, have been able to overcome some of these barriers, by building on local knowledge and empowering farmers and herders.

43. The FFS approach goes beyond a normal training as: farmers determine the problems to be addressed, experiment and learn agro-ecosystem management, and new practices are tested and adapted by the farmers attending the FFS (engendering ownership) while the risks associated with testing innovations are reduced. Recent advances in embedding planned comparisons of options in scaling up adoption, the development of innovation platforms and citizen science have presented significant opportunities to augment and amplify the impact of FFS.

Overall, try-ability, observability and eventually acceptance lead to successful local adaptation of practices.

44. Sustainable agricultural intensification in Africa also requires better data, analytical methods and risk management approaches for evaluating the trade-offs and synergies among policies for food production, poverty alleviation and ecosystem services. Data are fragmented, a variety of measurement methodologies and tools are used that are often not generating comparable data. Conservation International (CI) has led the development of Vital Signs, which is an open source system to provide better data and support better decision making and policies for agricultural development that tracks major indicators from UNCCD, CBD and UNFCCC, as well as indicators of human, ecosystem and agricultural resilience. Vital Signs includes a statistical framework and protocols, an analytical layer that applies algorithms and models, and a decision-support layer. Vital signs will be complemented by DATAR (Diversity Assessment Tool for Agrobiodiversity and Resilience) an evolving multi-component tool, hosted by Bioversity and the Platform for Agrobiodiversity Research (PAR), that is used to describe agricultural biodiversity and resilience at landscape level. The tool has been used globally to assess where the deliberate use of crop and animal genetic diversity can be used as a productive and resilient alternative to agrochemical and antibiotic inputs in sustainable intensification and climate smart agriculture. Tools such as these will enable users to track ecosystem service benefits and progress towards improved resilience of the agro-ecosystems (bio-physical) and food security (socio-economic dimension) at multiple scales.

## C. Lessons Learned

45. Previous GEF-supported Programs, such as the World Bank-led TerrAfrica Strategic Investment Programme (SIP) and the Sahel and West Africa Program in Support of the Great Green Wall Initiative have shown that the main advantage of having a regional Programmatic approach to SLM/INRM has been to provide a vehicle for SLM/INRM investments at scale at a critical time for climate change and population growth in Africa. GEF, the World Bank and FAO compiled lessons learned from Terrafrica to inform future interventions for scaling-up sustainable land management. Key lessons from TerrAfrica and similar efforts include:

- SIP lessons demonstrate that landscapes may be the most appropriate geographic areas or territorial units for which SLM projects should be designed for on-the-ground implementation. However, local circumstances should determine the most appropriate scale, approach and required support mechanisms
- Rather than advocating one technology alone, or a small number of structural technologies, the SIP portfolio demonstrates that more success is achieved by using combinations of diverse agronomic, structural and biological technologies; ideally blending technologies with both rapid and long-term paybacks, bringing “quick-wins” and also sustained benefit
- The lessons also show that blanket approaches and top down processes should be avoided; and local actors need to be empowered in decision making over their resources and territories through management plans and decentralized governance mechanisms
- The SIP shows that where projects have been successful in including pro-SLM measures in national level policies (and laws), the chance of post-project sustainability is much higher. The prospects for sustainability at local levels are also favoured when projects have ensured that pro-SLM by-laws and other local regulations have been enacted and are enforceable
- Projects and Programmes to scale-up SLM need to remain flexible, able to react to changes in context and priorities, from local to global level, and from the design stage and throughout implementation. For example, through promoting farmer innovation, availability of multi-purpose agro-environment funds, and mid-term reviews to validate and adapt the project work plan and budget



- The projects also showed the need for concerted efforts to address social considerations and inequities, including gender and tenure security, and to build ownership at community level, including targeting and empowering women and identifying opportunities for youth

46. Other useful lessons related to Programme coherence, coordination and knowledge management include:

- Challenges related to mainstreaming of SLM into government policy and budgetary frameworks can be related to overlapping mandates between concerned Ministries and limited duration of projects under the Program. Greater efforts are needed to align project generated plans with the national and local contexts and agendas, and to support intersectoral partnerships at local, national and regional levels.
- Scaling up of SLM/INRM practices need to create a win-win-win situation whereby productivity and livelihoods are improved, while ecosystem services, such as cycling of water, biomass and nutrients, are enhanced. Scaling up of SLM/INRM should also be linked to post-harvest storage, processing, and access to markets and credit. Attention needs to be given to markets for diversity rather than single commodities or products. Vulnerable groups should be targeted, especially women, youth, and mobile pastoralists.
- Demand-driven participatory approaches have completely changed perspectives on advisory services, which have been transformed into services available to farmers according to their specific needs and requests. Scaling up of SLM/INRM should be based on bottom-up approaches such as Farmer Field School that include diversity at the farm level, which clearly showed its advantages with respect to top-down approaches.
- Public Private Collaboration and Partnerships especially through inclusive agribusiness business model involving smallholders have shown promise and their scaling up needs to be supported while ensure that private funds are also targeted towards improving public goods. In particular linking and providing funding to both efforts to enhance production and productivity while promoting resilience and sustainability as part of public and private partnership collaboration should be prioritized.
- Many projects under the SIP had M&E systems that were too complicated to be effective. Measuring and reporting on multiple Global Environmental Benefits (GEBs) was also a challenge, and especially determining carbon benefits of SLM was difficult. Future M&E systems should therefore be designed to be simple and only include key indicators that ensure that the main GEBs are captured. Project baselines should also be determined from the start of implementation, and M&E should be participatory and involve beneficiary communities.
- Communication and dissemination of results and knowledge products should receive more attention, and material should also be produced in local languages, and other media such as radio, theatre, video programs be utilized more.

47. The Food Security IAP Program is building on these earlier GEF experiences by, among others: adopting a landscape approach; mainstreaming gender and age considerations and ensuring benefit sharing and implementation of free prior informed consent guidelines at community levels is adhered to in the country projects and; by remaining flexible in consideration of the different countries context and priorities. This Hub Project has been designed specifically to address challenges of: policy mainstreaming by supporting dialogue and advocacy for mainstreaming of ecosystem services, climate resilience and gender sensitive approaches to food security at national and regional levels; of monitoring and evaluation by enabling multi-scale monitoring and assessment of ecosystem services and socio-economic benefits in all target geographies; and knowledge management by creating a communication platform for the dissemination of results and to promote peer learning.

## **D. Theory of Change**

48. Since its approval by the GEF Council in June 2015, the Food Security IAP Program has created momentum for integration of natural capital and ecosystem services as priorities in the transformation of smallholder agriculture in SSA. Participating countries have committed to promoting the integrated approach for achieving sustainability and resilience, in line with their national development strategies, and their NAPs (UNCCD), NBSAPs (CBD), and National Communications and NAPAs (UNFCCC). For example, Burkina Faso, Ethiopia, Ghana, Malawi, Niger and Tanzania have committed to integrating environmental management needs into national food security and nutrition policies; Burundi into poverty reduction strategies; Ethiopia, Nigeria, and Uganda into green growth and value chain policies; and Kenya, Senegal and Swaziland into local sustainable development and governance policies.

49. Through the IAP Program, support is also being provided to scaling up of innovative agricultural practices, including development of small-scale irrigation to increase the productivity of the farming system during the dry and wet seasons in e.g. Ethiopia, Nigeria, and Swaziland while maintaining ecosystem health; and reducing vulnerability to soil erosion in sub-watersheds through improved land-use planning, erosion and watershed management to protect biodiversity as well as carbon stocks in e.g. Burkina Faso, Burundi, Ghana, Malawi, and Kenya and the deliberate use of agrobiodiversity in agricultural development practices in e.g., Niger, Tanzania, Burundi and Ethiopia.

50. The IAP is also supporting the establishment of Payment for Ecosystem Services (PES) schemes under a Public Private Partnership (PPP), which is a good example of commitment by governments and the private sector to work together. The IAP program also promotes sustainable land management and agricultural practices, including improved grazing management linked to market development and value chains in e.g. Ghana, Niger, Senegal, Swaziland, Tanzania, and Uganda. However, baseline scenarios have not sufficiently considered green growth options and investment at watershed level to safeguard important ecosystem services that underpin the sustainability and resilience of production systems. Smallholder farmers' access to finance also need to be improved and critical supply chain bottlenecks removed in value chains by focusing on improved storage and pre-storage processing.

51. The need to strengthen monitoring and assessment capabilities is identified by the majority of pilot countries as a priority to improve evidence-based policy and decision making and to promote replication related to integrated natural resources management, sustainable agriculture and food security. Information and data need to be better integrated across sectors and new and innovative tools are required to build capacity to assess global environmental benefits, sustainability and resilience of agro-ecosystems and food systems.

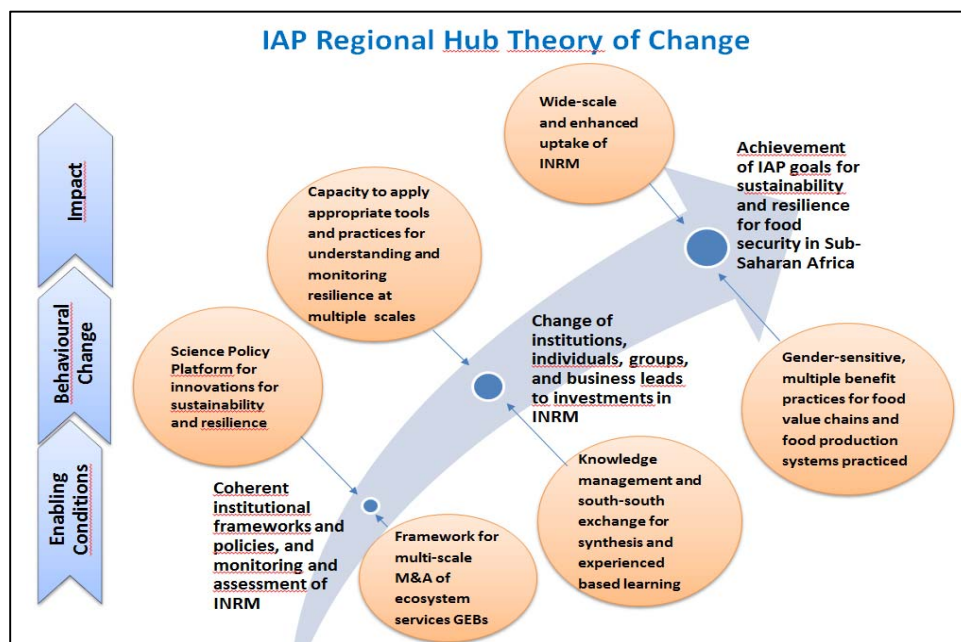
52. To reinforce country capacities and to achieve impact at scale, the regional Hub project will provide regional cross-cutting capacity building and knowledge services, which includes establishment of platforms for co-learning and knowledge exchange. A survey was conducted as part of the project preparation process to take stock of country needs for these regional services and platforms (table 12). Country priorities are summarized in Appendix 4 and included establishment of policy and science platforms to inform decision making and planning processes at multiple scales, capacity building for scaling up of INRM, harmonized monitoring and assessment, as well as coordination and communication and knowledge management.

53. This assessment has informed the development of the project's theory of change, which is linked to the IAP Program's overall objective to remove the barriers to sustainable intensification of agriculture in Sub-Saharan Africa through a tiered approach involving:

- (i) Strengthening of the enabling environment through coherent institutional frameworks and policies, and monitoring and assessment of INRM;
- (ii) Behavioral change of institutions, individuals, groups, and business, through capacity development, knowledge management, effective communication, and south-south exchange of experiences, leading to increase in investments in INRM; and

- (iii) Achievement of impact and attainment of IAP Program goals for sustainability and resilience for food security in SSA through adoption and scaling up of gender-sensitive, multiple benefit practices for food value chains and food production systems.
54. The project' theory of change is visualized in Figure 1.

**Figure 1:** The project's theory of change

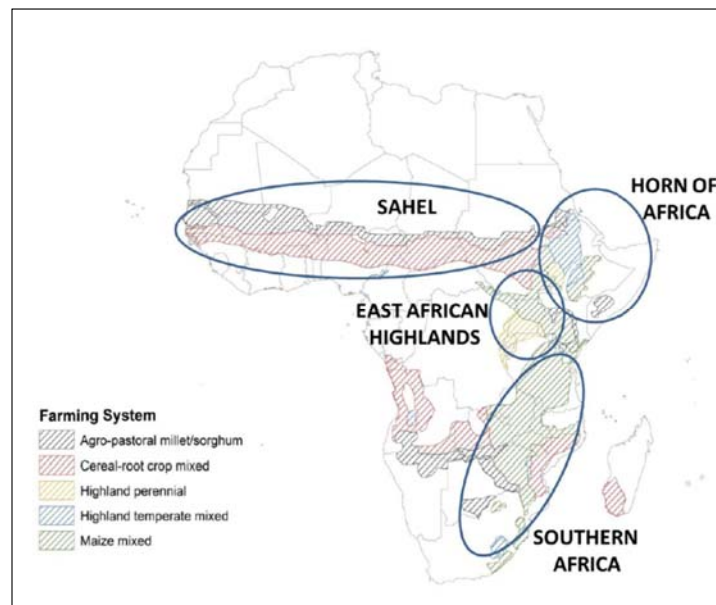


## II. Project description

### A. Project Area and Target Group

55. The Food Security IAP Program targets four geographies in SSA that are seriously affected by environmental degradation and loss of ecosystem services, resulting in persistently low crop and livestock productivity, and increased food insecurity for millions of smallholder farmers (see Figure 2).

**Figure 2:** African target geographies selected for the Food Security IAP Program



56. The **Sahel** target geography is defined as the portion of the Guinea-Savanna agro-ecological zone that is dominated by agro-pastoral and cereal-root crop mixed farming systems. The total area of this target zone is only slightly smaller than that of India (3.17 mill. km<sup>2</sup> vs. 3.28 mill. km<sup>2</sup>) and its population is slightly more than Russia's (143.5 mill. vs. 142 mill.). Climate trends across the region have not been uniform, but rains have remained relatively steady in Mali, Burkina Faso and Senegal, and have even increased in Niger. Yet cereal yields are low and stagnant and the percentage of the population at risk of not covering the food requirements associated with normal physical activity (prevalence of food inadequacy) is more than 30 percent in countries such as Burkina Faso and Senegal. There is thus a need to reduce the vulnerability of the population to food insecurity by stabilizing yields and reducing risk through water harvesting, adjusting timing of planting, and better integration of crop, trees and livestock.

57. The **East African Highlands** target geography covers a diverse range of biomes and ecosystems due to the diversity of elevations, climatic conditions and soil types. It includes the Ethiopian Highlands and the Albertine Rift Montane Forest systems, which are globally recognized both in terms of biological importance and the level of threat in terms of deforestation and unsustainable management of natural resources, such as soil. Population densities are very high, and plot sizes tend to be very small – below one hectare on average in the highland perennial zone, and 1-2 ha in the highland temperate mixed zone. Prevalence of food inadequacy is very high and ranges from 36 percent in Kenya up to almost 77 percent in Burundi due to stagnating yields and high population growth. In order to increase yields, smallholders need better access to inputs, such as improved varieties of maize, wheat, teff and barley that can increase yields up to three times compared to traditional seeds, but availability and cost remain significant obstacles, as well as access to extension services and information. In order to reduce the vulnerability of the population to risks of crop failure, farming systems also need to become more diverse and resilient to changing and unpredictable rainfall patterns.

58. The **Horn of Africa** Target geography is to a large extent covered by arid, pastoral and agro-pastoral systems. The World Food Program describes the Horn of Africa as the most food-insecure region in the world caused by recurring droughts and armed conflict. Prevalence of food inadequacy is thus very high – 44 percent in Ethiopia and 72 percent in Eritrea. However, in order to reduce vulnerability and risks and improve food security, there is potential for diversification of the agro-pastoral system and to improve market access for smallholders. Management of grazing is probably the most important single intervention throughout this area, since without it other efforts such as afforestation have little chance of becoming sustainable. The Horn of Africa target geography also includes a significant number of globally significant threatened ecosystems. A

significant number of agroforestry and conservation activities have been underway for many years. However, there is little to no quantitative monitoring and assessment of these activities.

59. The **Southern Africa** target geography is a high-potential zone for agricultural growth and poverty reduction with the maize-mixed system being a priority, as it represents an important share of the agricultural sector in several countries in the region. This system is dominated by smallholders, but in several countries there is also a well-established large, commercial farming sector with access to improved seeds, fertilizer and pesticides, and better road access to markets than in many other parts of SSA. This is reflected in much higher crop yields per hectare than in the other target geographies. There is also much less dependence on food imports. Prevalence of food inadequacy is below 5 percent in South Africa, but over 40 percent in most of the rest of the region, and close to 50 percent in countries such as Malawi and Zambia. However, maize production is becoming increasingly vulnerable to heat and water stress linked to climate change. Hence, introduction of drought tolerant crops, scaling up of soil and water management and diversification are priorities in this region coupled with improved market access for smallholders

## B. Development Objective and impact indicators

60. The overall goal of the Regional Hub project is to support the overall Food security IAP Program on advancing sustainability and resilience for food security in Sub-Saharan Africa. It will achieve this by supporting countries in target geographies in SSA to integrate management of natural capital and ecosystem services into investments improving smallholder agriculture and food value chains<sup>3</sup>. The specific project objective is to establish and support governance structures and process for coordination, knowledge management, scaling up, and monitoring and assessment of the IAP Program.

### *Global Environmental Benefits (GEBs) and impact indicators*

61. A set of key indicators for Global Environmental Benefits (GEBs) to be monitored at Program level have been selected together with key socio-economic indicators, taking into account priorities of the participating country projects. Land under integrated management (in hectares) will be measured and contribute to GEF's Corporate results 1 and 2, and Greenhouse Gas (GHG) emissions (tons of CO<sub>2</sub>eq) avoided in production landscapes will contribute to corporate result 4. In addition, an indicator on conservation of genetic diversity in production landscapes will be monitored by the Program together with number of sector policies and regulatory frameworks that integrate biodiversity considerations. A land cover indicator for the UNCCD *Strategic Objective 2 to improve the conditions of affected ecosystems* will be monitored using Normalized Difference Vegetation Index (NDVI) as a measure of photosynthetic capacity and for monitoring of trends in land cover and productivity of the land. Socio-economic benefits to be monitored at Program level include number of beneficiary households and an index of their food security. This will be complemented with data from country projects on gender-disaggregated number of individual beneficiaries. Key Program level GEB and socio-economic indicators can thus be summarized as follows:

**Table 3:** IAP GEB and socio-economic indicators

Program Level Global Environmental Benefits (direct and indirect)
-------------------------------------------------------------------

<sup>3</sup> The selection of value chains is based on the GEF 6 Policy. Other relevant value chains may be considered at Program level

Indicator	Target
Land under sustainable & integrated management (ha)	10,000,000 ha
GHG emissions avoided or reduced (tons CO <sub>2</sub> e)	10-20 million tons
Conservation of genetic diversity on farm: Number of varieties on farm (number/ha)	15-25%
Number of sector policies and regulatory frameworks that integrate biodiversity considerations	TBD <sup>4</sup>
Land cover (trends in NDVI)	10-20%
<b>Socio-economic benefits</b>	
Indicator	Target
Beneficiary households (number)	2-3 million
Food security index (to be provided by FAO)	TBD <sup>5</sup>

<b>Global Environmental Benefits targeted by projects (aggregated across projects)</b>	
Indicator	Target
Land under sustainable & integrated management (ha)	1 775 144 ha
GHG emissions avoided or reduced (tons CO <sub>2</sub> e)	53 311 816 million tons
Conservation of genetic diversity on farm: Number of varieties on farm (number/ha)	2 216 600 ha
Number of sector policies and regulatory frameworks that integrate biodiversity considerations	
Land cover (trends in NDVI)	n/a
<b>Socio-economic benefits</b>	
Indicator	Target
Beneficiary households (number)	2 million
Food security index (to be provided by FAO)	TBD

## C. Outcomes/Components

62. This IAP regional Hub project is intended to strengthen overall delivery of the IAP Program in a coherent and consistent manner, as a means of maximizing the potential for transformational change beyond what is possible through the separate country projects. It is therefore intended to cover all agro-ecological areas targeted by the IAP Program. The project has four interlinked components that will provide knowledge services to the countries and target geographies on (i) integrated institutional frameworks and mechanisms; (ii) scaling up of integrated approaches to natural resources management; (iii) monitoring and assessment; and (iv)

<sup>4</sup> During project start up after establishing PCU and reviewing options and data

<sup>5</sup> As above

coordination, reporting and cross-cutting knowledge management and communication functions across IAP projects.

### **Component 1: Create and/or strengthen integrated institutional frameworks and mechanisms**

63. Under this component, FAO and UNEP (with Bioversity International) in partnership with a range of other actors and via existing platforms in SSA will address institutional and policy barriers to inclusion of vital ecosystem services into policies and investments for improved and sustainable smallholder agriculture and food value chains in the target geographies.

64. To achieve this objective, a Science and Policy Interface (SPI) will be established to support scientific knowledge dissemination to the governments and therefore strengthening dialogue and advocacy for mainstreaming ecosystem, climate resilience and gender approaches into policies. The SPI will consist of a dedicated team working within the Project Coordination Unit (PCU) established under Component 4, and supported by FAO and UNEP staff, to identify and document best practices of: (i) national policies and strategies for Integrated Natural Resource Management (INRM) and Sustainable Land Management (SLM) and food security; (ii) mechanisms for mainstreaming INRM/SLM that include agrobiodiversity for and foods security and; (iii) sustainable and innovative financial mechanisms and market opportunities for scaling-up. The component will function as an exchange mechanism between country projects and existing and relevant scientific and policy platforms and initiatives that support innovation for sustainability and resilience of agricultural ecosystems at country and regional levels, and thus and make available to policy and decision makers latest scientific and technical knowledge and tools through a scientific knowledge support interface. The component will also support country projects on specific topics on a needs-basis. In short, the activities under Component 1 will encourage efforts at national and regional levels to create an enabling policy environment to achieve food security in ways which acknowledge the importance of and enhance a healthy production landscape.

### **Component 2: Scaling up of integrated approaches**

65. Component 2 focuses on balancing the growing demands on agricultural systems to produce food, provide employment, and achieve higher yields, with the need to safeguard vital ecosystem services and in doing so, contribute to the resilience of the livelihoods of smallholders at scale.

66. The component includes two intervention pathways: The first, led by UNDP (with AGRA), will promote the scaling up of best practices through taking a value chain approach to making food production systems more sustainable and resilient, (referred to as “greening the value chain” approach here), which will leverage their existing work and experience in inclusive and diverse food value chains for smallholders on the continent and involve building strong partnership with the private sector. UNDP will provide trainings and implement a grant mechanism to address key issues related to sustainability and resilience of value chains of regional significance. It will also develop a toolkit on integrating sustainability and resilience in value chain development and scaling up successful models. AGRA’s role will be based on its experience with careful and targeted granting to capable institutions who will provide capacity building regionally in elements of greening value chains, including promotion of integrated soil fertility technologies, use of drought tolerant varieties, linking of country projects to established networks of input suppliers (seed companies and private agro-dealers) as well as enhanced post-harvest and financial tools which are more accessible to farmers.

67. The second, led by FAO, will leverage support at sub-regional level through existing Agricultural Advisory Services platforms. This will facilitate the adaptation, uptake and scaling up of diverse agricultural and INRM best practices in IAP countries and beyond. FAO will support country projects by providing capacity development and technical support to countries for

strengthening of agricultural advisory service, study tours and experience exchanges. The level of support will depend in part on a shared cost model with country projects, and hence depends in part upon the level of interest by country project teams. In short, the activities which fall under Component 2 will help scale up proven multi-benefit approaches to food security through country projects, by using both the value chain (VC) and agricultural advisory services approaches to attain sustainability and resilience of diverse food systems.

### **Component 3: Monitoring and assessment of global environmental benefits and agro-ecosystem resilience**

68. Effective planning, management, monitoring and decision making also require better data, analytical methods, information sharing protocols with local communities, and risk management approaches for evaluating the trade-offs and synergies among policies for food production, nutritional security, poverty alleviation and ecosystem services. This challenge will be addressed through (i) development of a framework to guide multi-scale monitoring and assessment of ecosystem services and socio-economic benefits, (ii) establishment of quantitative baselines for ecosystem services and gender disaggregated measures of food security at project, national and regional scales, and (iii) a framework for measuring changes in ecosystem services (ES) and gender disaggregated food security trends at project, national and regional scales. CI through its program Vital Signs, and Bioversity International through its multi-stakeholder Platform of Agrobiodiversity Research (PAR) Diversity Assessment Tool for Agrobiodiversity and Resilience (DATAR), will put in place an operational framework for monitoring global environmental benefits in all target geographies, and strengthen capacity to apply appropriate tools and practices for understanding and monitoring resilience (e.g. RAPTA resilience framework). Vital signs will also leverage platforms developed in Component 1 for capacity building and for expanding the use of data, methods and tools for integrated monitoring of ES and food security in IAP countries and by regional bodies in the IAP region.

69. Through this Component, country project data will be visualised using the Resilience Atlas, to reveal tradeoffs among agriculture and other ecosystem services such as water availability and quality, carbon stocks, and soil health, to support planning of sustainable food security interventions. Training on the interpretation and application of the Atlases for planning and decision making will be available to countries who express interest and willingness to share costs.

70. Data generated by Component 3 will be essential for monitoring and assessment of the overall impact of the IAP Program and for supporting the Science and Policy platforms in Component 1 and improving the scaling up of integrated approaches in Component 2.

### **Component 4: Coordination, reporting and general management functions across IAP projects for Programmatic impact, visibility and coherence**

71. The primary objective of Component 4 is to establish and operate the Program/Project Coordination Unit (PCU). The PCU will undertake project management of all aspects of the Hub project. However, given that the primary function of the Hub project is to coordinate the larger IAP Program (twelve country projects plus regional level objectives), the PCU will also effectively be a "program management unit". Component 4 of this project will also be the financial vehicle through which the governance structures of the Program will be established and operated (Program Technical Advisory Committee and Program Steering Committee). Delivery of Component 4 will be the responsibility of ICRAF. Component 4 will also assure the delivery of applied knowledge and communication mechanisms to the country projects, and establish a Program level M&E system.



72. Capacity building on IAP substantive themes will be delivered via the implementation partners managing components 1-3 through annual joint planning with all country project teams. The component will also promote dissemination of results through multiple channels, develop outreach material and ensure gender considerations are properly mainstreamed in the Program. Component 4 will encourage a culture of peer-to-peer learning between project teams and beyond by establishing thematic communities of practice that will contribute to regional advocacy and awareness raising to bring environmental sustainability and resilience into the food security agenda in Sub-Saharan Africa. It will also assess the overall impact of the Program at mid-term and at the end using a combination of results-based monitoring of results and outcome mapping of behavioural change of key Program partners from land users to national policy makers and regional bodies.

## D. Country Projects

73. The Food Security IAP Program targets 12 countries in SSA that are seriously affected by environmental degradation and loss of ecosystem services, resulting in persistently low crop and livestock productivity, and increased food insecurity for millions of smallholder farmers. The twelve countries are: Malawi, Tanzania, Kenya, Swaziland, Senegal, Burkina Faso, Niger, Nigeria, Uganda, Ghana, Ethiopia, Burundi

74. The country projects will be strongly linked to the Hub project throughout the life of this Program, through a supply and demand driven approach (see table below). The first year of implementation will be used in part to refine the modalities in which the Hub project services will be delivering its support to the country projects. More details are provided in the Management Plan for year 1 In Appendix 4.

**Table 4 :** Anticipated Hub Project Services to the Country Projects by Component

Specific Hub Project Services to the Country Projects per Component	
Component 1	<ul style="list-style-type: none"> <li>• Sharing of best practices on policy for integrated sustainable landscape management</li> <li>• Develop guidelines on how to integrate the identified best practices on SLM/INRM into existing regulatory frameworks of the country projects</li> <li>• Identify projects' needs with regards to scientific knowledge and tools</li> <li>• A scientific knowledge support interface to share latest scientific knowledge</li> <li>• A set of scientifically sound policy-support tools</li> </ul>
Component 2	<ul style="list-style-type: none"> <li>• Small grants to third parties with demonstrated experience to demonstrate how to address key issues related to sustainability and resilience of food value chains of regional significance</li> <li>• Toolkit on integrating sustainability and resilience in value chain development and scaling up models</li> <li>• Regional training of selected national actors on integrating sustainability and resilience in value chain development and scaling up models</li> <li>• Capacity development and technical support to countries for strengthening of agricultural advisory service and private sector engagement</li> <li>• Linking country projects to established networks of seed companies and private agro-dealers as well as enhanced post-harvest and financial tools</li> </ul>

	<ul style="list-style-type: none"> <li>• Technical advice and tools on Monitoring and Evaluation of rural advisory services</li> <li>• Organization of study tours and exchange visits for peer to peer learning (to be cost shared with interested country projects and others)</li> </ul>
Component 3	<ul style="list-style-type: none"> <li>• Framework for multi-scale monitoring and assessment of ecosystem services and socio-economic benefits; and for measuring changes in ecosystem services and gender disaggregated food security at project, national scales</li> <li>• A regional web platform through the Vital Signs portal with methods and datasets for monitoring GEBs to enable integration, aggregation and dissemination of data on ecosystem services and food security</li> <li>• Metadata standards published online and used to document all national projects</li> <li>• Online maps and resilience atlases</li> <li>• Reports on comparison of protocols, methods and best practices</li> <li>• Quantitative baselines for ecosystem services and gender disaggregated measures of food security for use in monitoring and assessment at national/project level</li> <li>• Capacity in place to apply appropriate tools and practices (RAPTA/DATAR) for monitoring resilience at multiple scales</li> <li>• Data visualization for each country in place and updated annually using the Resilience Atlas -with the view to share "resilience journeys" and to create a community of practice</li> <li>• DATAR capacity development, technical advice, and tools</li> <li>• Regional training of selected national actors from countries in scope of agrobiodiversity assessment and use</li> <li>• Development of a regional south-south network of diversity assessment expertise.</li> <li>• Workshops</li> </ul>
Component 4	<ul style="list-style-type: none"> <li>• Facilitation of learning exchanges</li> <li>• Knowledge sharing material (best practices, lessons learnt, progress etc).</li> <li>• Annual workshops</li> <li>• Ad-hoc technical support</li> <li>• Program website and communication material</li> <li>• Representation on behalf of the program at various fora</li> <li>• Identify resource mobilization opportunities</li> </ul>

### III. Project Implementation

#### A. IAP Programmatic Approach

##### *Stakeholder engagement*

75. The Program includes a large array of stakeholders who will be engaged at regional, national and local levels through the different knowledge services and platforms provided by the regional Hub project:

- National governments - represented by Ministries of Environment, Agriculture, Forestry or equivalent in the 12 participating countries in SSA. The ministries will be in charge of national implementation, and upscaling of IAP activities
- AU/NEPAD – represented by the NEPAD Planning and Coordination Agency (AU/NPCA) – will ensure coordination and mainstreaming with NEPAD and CAADP linked activities
- Regional Economic Communities (RECs) – IGAD, SADC, ECOWAS
- Multilateral agencies – IFAD, FAO, UNDP, UNEP, UNIDO, World Bank will oversee national and regional level implementation of projects
- Multilateral Environmental Agreements and Treatise, such as UNCCD, CBD, UNFCCC and ITPGRFA have a role to play in feeding lessons from the IAP into relevant international policy-making processes
- Research institutes and centres – CGIAR centres, such as ICRAF and Bioversity International, National Agricultural Research Systems (NARS), and Africa regional centres, such as FANRPAN, ASARECA, CORAF, CILSS and AGRHYMET are important knowledge partners to the Program
- International NGOs – AGRA and CI are important knowledge partners to the Program
- Other donors, such as the African Development Bank (AfDB), the European Union and bilateral aid agencies will be important partners in exchanging knowledge and experiences from similar initiatives and for future scaling up on INRM
- CSOs – will involve different civil society organizations starting from local communities and farmers cooperatives, women’s associations, farmer-led extension networks, FFS, etc. They will be important partners in efforts to strengthen different types of rural advisory services in SSA
- Private sector – will be key partners in the strengthening of food value chains in SSA

##### *Gender considerations*

76. The IAP on Food Security is consistent with the GEF Policy on Gender Mainstreaming (PL/SD/02. May 1, 2012) and is fully aligned with the gender policies/strategies of the participating GEF agencies, in particular with that of IFAD, the lead agency for the IAP. IFAD’s Gender Equality and Women’s Empowerment Policy of 2012 builds on the premise that agricultural growth is enhanced if both women and men are enabled to participate fully as economic actors. Its goal is to enable poor rural women and men to improve their food security and nutrition, raise their incomes and strengthen their resilience. The proposed project will recruit a gender expert to assist with mainstreaming gender concerns into the IAP projects. The project will support increased gender and improve female representation in evidence-based decision making on INRM (1.2.3), and gender disaggregated measures of food security and global environmental benefits (3.1 and 3.2). Specific indicators will be selected depending on the nature of the project. Monitoring of progress in mainstreaming gender will be done at both project and Program level and the knowledge management component of the IAP will ensure capacity building and consistency in gender

disaggregated data collection across projects. Appendix 3 provides a table describing country projects gender activities and targets.

## **B. Hub Project Organizational Framework**

77. The Hub project will support overall coordination of the IAP-Food Security under the overall supervision and where necessary guidance from IFAD, in its capacity as the GEF Lead Agency for this project and GEF Lead Agency for the IAP Program (including via a full time Program Task Manager at P4 level based in Addis Ababa). In addition, country project level supervision from 2 Regional Climate and Environment Specialists will take place in their respective IFAD "sub" regions for those country projects where IFAD is the GEF Implementation Agency). . The other country projects (where IFAD is not the GEF Implementing Agency) shall be supervised directly by their respective GEF Implementing Agency.

78. IFAD is directly responsible for the Hub project, however the donor is aware that the program being coordinated through the Hub project is comprised of some country projects for which IFAD is not the GEF Implementing Agency. As such, IFAD is not responsible for those country projects. Nevertheless, in its capacity as Lead Agency of the program, IFAD is responsible for the performance of those Hub project resources to try to ensure program quality, coherence and timeliness; for example through accurate project delivery monitoring, early warning of lagging projects in the portfolio, regular communication with the donor, facilitation of regular dialogue with the other GEF Implementing Agencies, support delivered from the Hub project to both IFAD and non IFAD projects etc.

79. The Hub project itself will be delivered by 5 grant recipients against their respective sub-components of the Results Framework and as reflected in their respective grant agreements: FAO, UNDP, UNEP, CI, ICRAF; working together to deliver the project coordinated by the PCU. The grantees tasks will be delivered by full-time and part-time staff hired directly by the grantee (see Appendix 4 and 5 for staff description and reporting). ICRAF will be responsible for the management of the PCU. In addition, two of the grant recipients will transfer part of their grant to sub-grantees: from UNDP to AGRA and from UNEP to Bioversity International; the details of the activities and budgets of the sub-grantees are also presented in this PDR. The sub-agreements will be subject to prior IFAD review and approval.

80. IFAD will use the 'Large Grant Agreement' modality to disburse funds to the non UN grantees, i.e. CI and ICRAF; whereas the UN agencies will receive grants via the Grant Agreement modality.

81. In short, CI, FAO, UNDP, UNEP and ICRAF are the direct grant recipients and the delivery vehicles for all the project activities and budget and are accountable for use of grant funds to IFAD as detailed in their respective and customized agreements after review by LEG and FMD. The Project will be implemented in line with the terms and conditions established via the grant agreements.

82. The Hub project and the overall Program will be rendered operational through the establishment of the Program/Project Coordination Unit (PCU) based in Nairobi. The PCU will be comprised of the Project Coordinator, in charge of the overall implementation of the Program, with support from technical specialists assigned by the executing agencies. IFAD will have an active implementation support role in the first year in particular in order to ensure smooth implementation and coordination. The first year of implementation will indeed be critical and will be guided by a preliminary management plan described in Appendix 4.

83. The PCU will be advised by:

- (i) The IAP Steering Committee (ISC) that will be composed of representatives of all major executive partners of the Hub project. The ISC will: (i) provide strategic guidance to

project management; (ii) review progress and achievements; (iii) act as a forum for resolving high level decisions and (iv) review the AWPB. GEF Sec and IFAD will have observer status. IFAD will exercise a no objection with respect to the decisions of the ISC. Terms of Reference for the PCU, IAP Steering Committee and Technical Committee are provided in Annex 9.

(ii) The IAP Technical Committee that will be composed of selected experts from (for example but not necessarily) the Scientific and Technical Advisory Panel (STAP) of the GEF, the Committee on Science and Technology (CST) of the UNCCD, the Subsidiary Body on Scientific, Technical and Technological Advice (SBSTTA) of the CBD, the Intergovernmental Panel on Climate Change (IPPC) of the UNFCCC, and other relevant experts on ecosystem services and food security from SSA regional bodies, such as CILSS/AGIR, IGAD/IDRISSI, etc. The IAP TC will be called upon an ad-hoc basis. A budget is available for the ad hoc hiring of required specialized technical inputs.

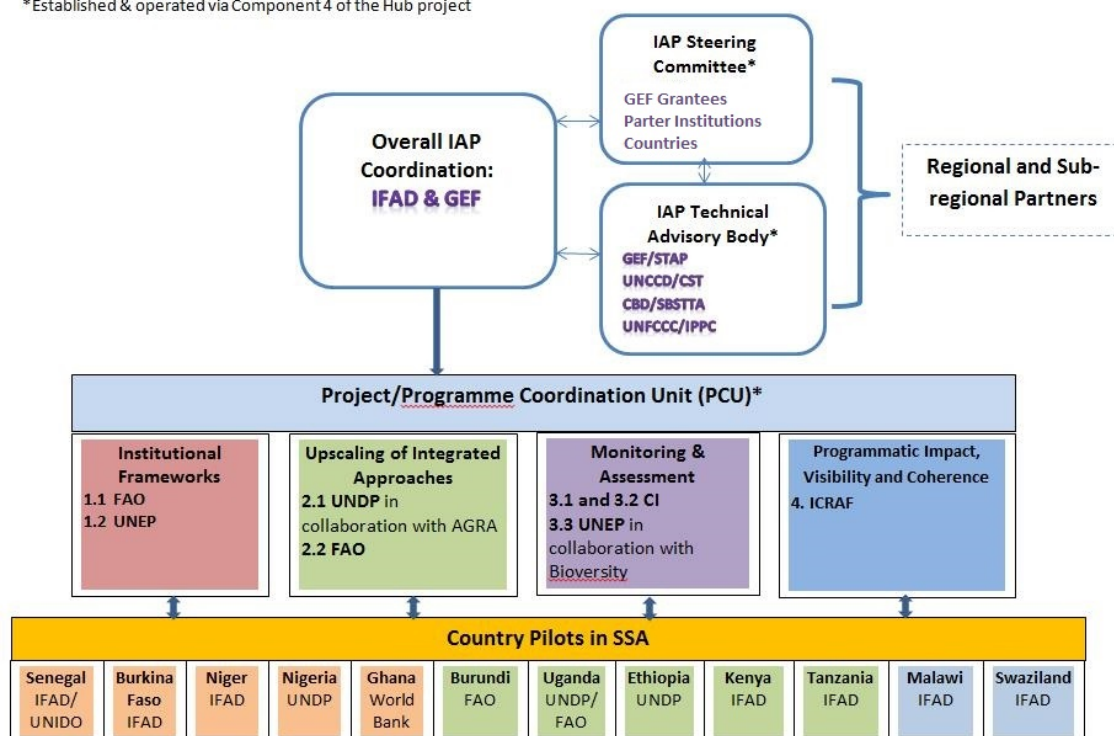
84. The five delivery partners / primary grant recipients will work to implement their respective sub-components through their PCU staff, each according to their own modus operandi under the overall guidance of the PCU Project Coordinator and IFAD, in line with the Hub project logical framework, and under the terms and condition of their own grant agreement with IFAD. These institutions will be in regular communication and cooperation to ensure harmonization of the activities. This will be facilitated by the co-location in Nairobi of many of the technical expertise assigned on a part or full time basis by these delivery partners. As the overall coordinating entity, IFAD should be included in all relevant decision making conversations. Day to day communication and management of the agencies does not need IFAD's involvement unless deemed necessary by the these parties but will include the PCU Coordinator.

85. The grant recipients' staff will deliver in close partnership with the PCU and will report to the Project/Program Coordinator (see Reporting, table 14). The PCU will have the responsibility of assessing the quality of the delivery of these grantees. It will report to and inform IFAD if there are any outstanding issues. IFAD reserves the right to withhold the distribution of the additional tranches of GEF funding (subject to the normal terms and conditions of the grant agreements and IFAD procedures) should the grantees not comply with the responsibilities stipulated in the grant agreement. Management issues which cannot be resolved at the level of the PCU will be brought to the attention of the IAP Steering Committee.

86. Overall Program level coordination and management arrangements are outlined below and detailed in Appendix 5. The Hub project is represented by all boxes above the level of "Country Pilots in SSA". All structures related to program level coordination as well as specific cross-cutting knowledge management, peer-learning and capacity building activities are funded from the Hub project, though in some cases with additional financing provided from country project budgets where there is demand for services beyond the minimum agreed level for all country projects (ie as specified in this PDR).

**Figure 3: IAP Program Organigram**

\* Established & operated via Component 4 of the Hub project



## C. Planning, M&E, Learning, Knowledge management, and Communication

### *Project monitoring and evaluation*

87. IFAD will be responsible for submitting on an annual basis and as part of the GEF-Annual Monitoring Review Process (AMR), the Project Implementation Review (PIR) plus a consolidated report on progress of the entire Program (PIR-Program). This consolidated PIR-Program will include key issues related to Program development, GEF-RBM requirements and it will show how each country project would contribute to the Program goal and objectives. Each grant recipient shall be responsible to report to the PCU and thence to IFAD as specified in the respective grant agreements.

88. The main reporting outputs from the IAP Hub agencies staff to the PCU Coordinator will be:

- **M&E/M&A indicators (annual)**
- **Lessons learned , best practices**
- **Financial report (biannual)**
- **AWPBs (annual)**
- **Progress reports (annual)**
- **Brief progress reports (twice a year)**

89. The country projects Coordinators will be reporting to the PCU Coordinator:

- **PIRs (annual)**
- **Progress report (annual)**
- **Brief progress reports (twice a year)**
- **M&E/M&A indicators (annual)**
- **Lessons learned , best practices**
- **GEBs**

90. Results of the country projects will be aggregated and contribute to the Global Environmental Benefits at Program level. At the mid-term of the Program, IFAD will provide an independent qualitative assessment to answer the question: How is the strategic combination of country projects progressing to produce results that would not be possible to achieve through a project-by-project approach? The budgeted monitoring and evaluation plan of the project is summarized in the table below. Details on reporting are described in Appendix 5.

**Table 5:** Summary of the main Project M&E reports, responsible parties, timeframe and costs

<b>Type of M&amp;E Activity</b>	<b>Responsible Parties</b>	<b>Time-frame</b>	<b>Budgeted costs</b>
Inception Workshop (IW)	IFAD/ICRAF	Within three months of operational Program start up	USD 118,000
Program Inception Report	IFAD/ICRAF	No later than one month post IW.	-
Supervision visits and rating of progress in PIRs	IFAD	Annual or as required	The visits will be paid by GEF agency fee.
Mid-term Review	External Consultants, selected GEF Agencies' Country Offices and IAP Coordination Team	At mid-point of project implementation	USD 70,000 for independent consultants and associated costs. In addition the agency fee will pay for expenditures of IFAD staff time and travel
Final evaluation	External Consultants, IFAD independent evaluation unit in consultation with the IAP Coordination Team	At the end of project implementation	USD 70,000 for external, independent consultants and associated costs. In addition the agency fee will pay for expenditures of IFAD staff time and travel
Terminal Report	IFAD	At least two months before the end date of the Program	0 (as completed by PCU)
<b>Total Budget</b>			<b>USD 258,000</b>

*Program-level monitoring and evaluation*

1. Appendix 6 provides an overview of the Program level M&E with division of responsibilities between the regional project and the national projects. In addition, this activity will also provide the monitoring and evaluation mechanism for the longer term impacts of the IAP and its influence on sustainability and resilience of food security in SSA. Outcome mapping will be used for this purpose. Outcome Mapping (OM) unpacks the theory of change and provides a framework for collecting data on immediate changes in the enabling environment and behavioural change along the impact pathway that will lead in the longer term, to more transformative change and impact. It constitutes a plausible assessment of the initiative's contribution to outcomes. OM focuses on the Program's external influence, both deliberate and unplanned, during its progression and relates these to project activity rather than focussing internally on the progress of the project.

2. Outcome mapping and 'results-based-management' (RBM) complement each other, with data on behavioural change from OM connecting to data on more tangible impact parameters, such as area under improved management and land cover change derived from RBM (see below). Rather than assigning credit for achieving a particular impact, the emphasis of OM is on monitoring and reporting on the causative pathway through which changes in actions generate impact. Attachment 6 provides an initial outcome mapping framework for the IAP-Food Security Program based on existing documentation. In order to finalise it, the key stakeholders would need to meet again to both review the theory of change of the Programme and to fine tune the outcome mapping – this is an iterative process, in which the production of the outcome mapping framework informs the development of the theory of change and information from monitoring change feeds back into periodic review and adjustment as appropriate.

### *Learning, knowledge management and communication*

3. Effective knowledge management is a core leveraging mechanism of the Program and the Regional Hub Project to achieve up-scaling of integrated natural resources management approaches at multiple scales. Knowledge management will be delivered via component 1 and its outcome on establishment of the SPI to enhance linkages between science, policy and practice, under component 3 on monitoring and assessment to ensure feedback of lessons to policy makers at national and regional level on what works and what does not, and under component 4 on dissemination of Programme results and communication and advocacy.

4. The Program will also learn from and contribute to other ongoing GEF and non-GEF supported initiatives, such as the World Bank/GEF Sahel and West Africa Program in support of the Great Green Wall; the FAO/GEF Decision Support for Mainstreaming and Scaling up Sustainable Land Management project that builds on the LADA/WOCAT approach; other GEF Programmatic approaches, such as the PRC-GEF Land Degradation Partnership. For example, WOCAT offers a suite of tools that can be used for assessment, documentation and dissemination of best practices in natural resources management that have already been used by TerrAfrica and the PRC-GEF Partnership, and these tools have recently been adopted by the UNCCD for SLM best practices reporting.

5. The Regional Hub Project will adapt existing tools to the needs of the Program and make them available in a user friendly format to all participating countries. The regional project will also provide training and capacity building in the application of the tools to ensure consistent quality, reporting and dissemination of new knowledge generated, lessons learnt and best practices.

6. IFAD's knowledge management package and project communication guidelines will be used to define: (i) communications objectives; (ii) target audience – primary and secondary; (iii) key messages per target audience; (iv) communications mix – e.g. press, online, TV, advertising,



print, PR, events; (v) promotion; (vi) budget; (vii) timeline; and (viii) branding. See Appendix 6.3 for the project's draft knowledge management and communication plan.

7. Regional knowledge services will be provided under four "platforms" executed by different IAP partners as follows:

- Institutional Frameworks – will provide support to integration and mainstreaming into policy and development frameworks of ecosystem services, food security, resilience, and gender considerations. This content will be delivered by FAO and UNEP.
- Upscaling of integrated approaches – will provide technical assistance, training and capacity building in scaling up of on-the-ground investments of innovative INRM practices, including via green value-chain approaches and participatory rural advisory services, as well as through innovative mechanisms such as PES and PPP. This will be delivered by UNDP (in collaboration with AGRA) and by FAO.
- Monitoring and Assessment – will provide training and capacity building support to development of M&A frameworks, indicator selection, and application of monitoring tools. This will be delivered by CI and UNEP in collaboration with Bioversity International.
- Programmatic Impact, Visibility and Coherence – will provide cross-cutting knowledge management and communication across Program components and will be delivered by ICRAF.

## **D. Financial management**

8. Some grant recipient and sub-recipients will open an designated account in US dollars and an operating account in local currency for the IFAD/GEF funds going to their component or sub-component of the Hub project.

9. In line with normal IFAD procedures, project budgeting and implementation will be based on the preparation of Annual Work Plans and Budgets (AWPBs). The PCU will assist the delivery partners to compile respective AWPBs in close planning coordination with the PCU and be responsible for their timely consolidation into an AWPB for the Project as a whole. The full Project AWPB will be compiled on an annual basis by the PCU and will be presented to the ISC for approval. This will be validated through annual work review / planning and budgeting workshop where all country projects will be represented and where priority themes for the following year will be identified. Finally, an annual budget for the Project will be prepared by the PCU and will be sent to IFAD for no-objection. The AWPB process will be a financial planning mechanism for all Project expenditure, including the GEF-IAP-funded items under components led by other GEF agencies.

10. Each agency will be responsible for its Financial Management (FM) conduct.

11. CI was subjected to a stricter FM policy compared to the other agencies due to its nature as an NGO. IFAD requested submission of the recipient's audited financial statements for the previous two years for its own review in order to assess its financial capacity and soundness. A Financial Management Assessment Questionnaire (FMAQ) was filled out and submitted by CI on June 29th, 2016.

12. Additional details on financial arrangements can be found in Appendix 7.

## E. Supervision

13. Supervision of the Hub project will be carried out directly by IFAD in two ways. There will be an annual formal supervision review as well as on-going implementation support. IFAD will also appoint a Task Manager at a P4 level in Addis Ababa who will provide the overall supervision of the Program, with frequent trips to Nairobi and as necessary to the IAP countries. During the first year of implementation, the Task Manager and the PCU will be actively supported by IFAD Rome. This support could include (among others) planning, gender and targeting, procurement, financial management, M&E, partnerships, the integration of project activities within the evolving governance framework; and later in the life of the project, the achievement of outputs and outcomes. The PCU Coordinator and her/his team will maintain oversight of the supervision process with the assistance of selected specialist consultants. In year three, there will be a Mid-term Review Mission that assesses progress and gives guidance for the remaining project implementation period. In year five, a Project Completion Review will be undertaken.

14. As per GEF requirements, a final independent evaluation will also be conducted at the end of the project to measure the success of the project. The evaluations will be conducted by independent consultants who will operate under the supervision of IFAD's Evaluation Office and RCES.

## F. Risk identification and mitigation

15. The key risks range from risks such as willingness of partner agencies to cooperate to achieve common objectives at regional level, to climate change, and capacity constraints at country level. The Regional Hub Project will monitor these risks in order to identify early mitigation actions or adaptive management responses.

**Table 6: Risks and mitigation measures**

Critical Risks	Risk Level	Mitigation Measures
International and regional agencies are not able to cooperate effectively and align platforms, baseline Programs, and interventions in support of the IAP-FS	Low	Collaborative arrangements have been developed in the development phase of the regional Hub project to ensure smooth cooperation and clear divisions of roles and responsibilities for different Program components and agencies. These arrangements will continue and be further strengthened during the implementation phase through regular meetings, joint reporting on the IAP, etc.
Country projects and regional Hub project start at different times and countries have different governance and technical baselines	Low	The PPG phase of the regional Hub project has already created momentum for action building on existing baseline Programs of the agencies leading different components, such as the SPI for component 1, and the Vital Signs Program of component 3. The launch of the overall IAP Program will be organized back-to-back with the first training and capacity building event of the regional Hub project that will focus on selecting M&A tools for establishing baselines for monitoring of impacts of on-the-ground interventions funded through the country projects. A review of relevant M&A tools was undertaken as part of project preparation and a summary is included in Appendix 4.
Capacity constraints at national level in taking up and adopt best practices, approaches and tools	Medium	The regional Hub project will provide targeted training and capacity building support under each Program component to overcome barriers related to capacity constraints

recommended by the regional Hub project for development of integrated policy frameworks, scaling up of INRM and M&A		
High turnover of national partners and staff may slow uptake of recommendations at country level	Medium/Low	The participating countries all meet the criteria of having a stable baseline of support to the agricultural and environmental sectors. This minimizes the risk of staff turnover and support at national level.
Lack of interest from the private sector to participate in development and strengthening of value chains	Low	Component 2 builds on ongoing collaboration with the private sector linked to UNDP and AGRA ongoing Programs. The IAP will support the development of further incentives for private sector involvement and inclusive value-chains for smallholder agriculture.
Farmers, extension and public government staff have limited resources and interest in participating in value chains and agricultural advisory services	Low	The project will promote a participatory approach to identify relevant value chains and to strengthen rural advisory services to ensure that local stakeholders are empowered and willing to participate. A range of participatory and cost-effective methods and tools will be made available and tailored to the needs of the pilot countries and projects.
Limited inclusion of women in project knowledge production and dissemination	Low	The Project will support the inclusion of women across all its components. Component 1 has a dedicated output to ensure that women are represented and participate in evidence-based decision making. Component 2 will ensure that agricultural value chains and rural advisory services are inclusive and benefit women. Component 3 will develop gender disaggregated indicators for M&A of project results and impacts. Component 4 will develop specific communication products that target women and also on an ongoing basis monitor progress towards achieving the project's gender targets.
Climate change may reduce the benefits of recommended best practices and approaches for integrated natural resources and ecosystem management	Medium	The project will draw on the latest knowledge on how to enhance the resilience of agro-ecosystems in the face of climate change and provide capacity building and training for resilience assessment and mainstreaming of climate change considerations into national policy frameworks and decision-making processes.
The performance of the Hub project is strongly linked to the performance of the country projects, some of which are not IFAD projects	High	Where the Hub performance is impacted by issues with country performance it will be clearly documented by the PCU and brought to the attention of IFAD and the respective country executing agency, at which point the responsibility for resolution or underperformance will reside with the relevant GEF agency and not the PCU.

## IV. Project Costs, Financing, Benefits and Sustainability

### A. Project costs

16. An overview of funding by component and sub-component is found below. A detailed activity-based budget is found in Appendix 8.

**Table 7:** Summary project costs

Components by Financiers (US\$ '000)							
	ICRAF_recipient	FAO_recipient	UNEP_recipient	UNDP_recipient	CI_recipient	GOES	Total
	Amount	Amount	Amount	Amount	Amount	Amount	Amount
<b>A. 1: Create and/or strengthen integrated institutional framework and mechanism</b>							
1. 1.1: Science and Policy interface in place	0.000	1 206.334	0.000	0.000	0.000	0.000	1 206.334
2. 1.2: Established scientific knowledge support interface /a	0.000	0.000	901.000	0.000	0.000	0.000	901.000
<b>Subtotal</b>	0.000	1 206.334	901.000	0.000	0.000	0.000	2 107.334
<b>B. 2: Scaling-up of integrated approaches</b>							
1. 2.1: Multiple benefit innovative practice promoted /b	0.000	0.000	0.000	2 250.000	0.000	0.000	2 250.000
2. 2.2: Wide-scale and enhanced uptake of INRM /c	0.000	997.420	0.000	0.000	0.000	0.000	997.420
<b>Subtotal</b>	0.000	997.420	0.000	2 250.000	0.000	0.000	3 247.420
<b>C. 3: Monitoring and assessment of global enviro. benefits and agro-ecosystem resilience</b>							
1. 3.1: Framework in place for multi-scale M&A of ecosystem services & socio-ec. benefits	0.000	0.000	0.000	0.000	1 238.912	0.000	1 238.912
2. 3.2: Operational framework in place for monitoring global environmental benefits in all target geographies	0.000	0.000	0.000	0.000	0.000	0.000	0.000
3. 3.3: Capacity in place to apply appropriate tools and practices for monitoring resilience at multiple scale	0.000	0.000	854.000	0.000	516.088	0.000	1 370.088
<b>Subtotal</b>	0.000	0.000	854.000	0.000	1 755.000	0.000	2 609.000
D. 4: Coord., reporting & general manag. functions across IAP	2 861.934	0.000	0.000	0.000	0.000	0.000	2 861.934
<b>Total PROJECT COSTS</b>	2 861.934	2 203.754	1 755.000	2 250.000	1 755.000	0.000	10 825.688

/a That provides options to promote and underpin innovations for sustainability and resilience of agroecosystems in a food security context

/b Which generate or safeguard ecosystem service in the food value chain and food production system

/c To foster sustainability and resilience in production landscapes and agroecosystems

/d For programmatic impacts, visibility and coherence

Expenditure Accounts by Financiers (US\$ '000)						
	ICRAF_recipient	FAO_recipient	UNEP_recipient	UNDP_recipient	CI_recipient	Total
	Amount	Amount	Amount	Amount	Amount	Amount
<b>I. Investment Costs</b>						
A. Consultancies	659	1 464	751	80	740	3 695
B. Grants & Subsidies AGRA	-	-	-	1 004	-	1 004
C. Grants & Subsidies BIOVERSITY	-	-	784	-	-	784
D. Goods, Services & Inputs	214	193	80	54	-	541
E. Workshops & Meetings	594	317	70	256	78	1 314
F. Training	81	209	-	-	65	355
<b>Total Investment Costs</b>	1 548	2 182	1 685	1 394	883	7 692
<b>II. Recurrent Costs</b>						
A. Salaries & Allowances	1 074	-	-	856	688	2 618
B. Operating Costs	240	21	70	-	184	515
<b>Total Recurrent Costs</b>	1 314	21	70	856	872	3 133
<b>Total PROJECT COSTS</b>	2 862	2 204	1 755	2 250	1 755	10 826
	2 861 934	2 203 754	1 755 000	2 250 000	1 755 000	10 825 688
	-	-	-	-	-	-

## B. Project financing

**Table 8:** Project co-financing

Source of fund	Type	Co-financing <sup>6</sup>
IFAD	'Cash'/in-kind	41 583 850
ICRAF	'Cash'/in-kind	18 000 000
FAO	'Cash'/in-kind	3 030 000
CI	'Cash'/in-kind	2 000 000
UNDP	'Cash'/in-kind	10 750 000
UNEP	'Cash'/in-kind	1 994 000
Bioversity	'Cash'/in-kind	2 700 000
AGRA	'Cash'/in-kind	5 000 000
<b>TOTAL</b>		<b>85 057 850</b>

17. All these institutions will also provide 20% of co-financing in the form of operating costs.

## B. Summary benefits and economic analysis

18. The Hub project provides a strong mechanism for cooperating with a wider array of potential types of partners while helping align their efforts around a common goal, and across sectors. The main expected benefit from the harmonised Programme-wide M&E and KM platform is reduced transaction costs for M&E functions across the GEF portfolio in the region. A regional approach allows best cost savings such as through reduced transaction costs for countries and GEF agencies, as expectations and goals become more transparent, economies of scale that can be harnessed as replication of successful models ramps up.

19. The countries that are participating in the IAP are among the poorest in the world with around 70% of their populations depending on agriculture for their livelihoods. The IAP Program, including via the regional Hub project, will enhance capacity in applying integrated natural resources management approaches that safeguard ecosystem services important for the long-term productivity of agro-ecosystems resulting in higher yields from more diverse farming systems that contribute to long-term food security and nutrition. The project will also support the development of more inclusive value-chains and identify value addition opportunities of key crops and commodities that will in the longer term result in higher incomes and new employment opportunities in rural areas for women and men as well as young people.

20. Moreover, the IAP regional Hub project will provide training and capacity building in mainstreaming of sustainable and climate resilient practices in IAP projects, which will contribute to stabilization of yields in the face of climate change. Socio-economic benefits that will be monitored by the regional Hub project across all country projects include: (i) beneficiary households (number), complemented by gender-disaggregated data from country projects; and (ii) food security (index).

<sup>6</sup> The policy defines co-financing as “resources that are additional to the GEF grant and that are provided by the GEF Partner Agency itself and/or by other non-GEF sources that support the implementation of the GEF-financed project and the achievement of its objectives.”. This effectively means that co-financing is represented by the projects in the region implemented by the agencies during the same period of time as the Hub project and with similar activities, that are not already co-financing another GEF project. This does not commit IFAD to provide additional resources.

## D. Sustainability and Resilience

### *Innovativeness, sustainability and potential for scaling up*

21. The overall IAP approach to INRM is innovative, as it combines strengthening of policy and institutional frameworks with new mechanisms for scaling up on-the-ground that involves working with all stakeholders along the value chain to strengthen advisory services and market access for smallholders. The Project will support greening of selected regional value chains and build capacity at national level to help ensure that they become inclusive and benefit the poor, and women and men equally. The monitoring and assessment component of the Project will provide information to support policy and decision making processes for further up-scaling at national and regional levels.

22. With capacity building support from the regional Hub project, best practices for INRM that generate multiple global environmental and socio-economic benefits will be taken to scale, linking sustainable management of ecosystems at the landscape level with improved food security and poverty reduction at community level. This is expected to generate triple win situations that combine agricultural productivity increase, with enhancement of ecosystem services, such as regulation of genetic diversity, water and sediment flows and carbon sequestration, and improvements of livelihoods, incomes and food security. The triple win model will be assessed and refined based on socio-economic and environmental sustainability criteria and documented for wider dissemination and scaling up through the knowledge management and communication system of the project.

### *Resilience*

23. Another innovative element that will enhance the sustainability of Program result is the systematic integration of resilience assessment into all country projects. The regional Hub project will provide tools and methods for assessing resilience pathways and develop a framework for integrating resilience assessments into project activities. Lessons and experiences of identifying pathways for agro-ecosystem resilience, adaptation or transformation to design well targeted interventions will be widely disseminated and shared through IAP networks and knowledge partners. The Science-Policy Interface (SPI) will also provide vehicles for up-scaling and replication and for reaching new countries that are not yet participating in the IAP through its interface with regional multi-stakeholder platforms, such as TerrAfrica, EBAFOSA, etc.

## Appendix 1: Project Logical Framework

**Table 9:** Project logical framework

Results Hierarchy	Indicators					Means of Verification			Assumptions (A) / Risks (R)
	Name	Base line	YR 2	Mid-Term	End Target	Source	Frequency	Responsibility	
<b>Goal: Support countries in target geographies to safeguard and mainstream ecosystem services into investments: improving smallholder agriculture and food value chains</b>	<ul style="list-style-type: none"> <li>Number of countries that have integrated priorities to safeguard and mainstream ecosystem services into investments improving smallholder agriculture and food value chains</li> </ul>	0		6	>12	-policies integrating priorities to safeguard the ecosystems			<ul style="list-style-type: none"> <li>-Outcome mapping</li> <li>-Suitable methodology to assess impacts</li> </ul>
<b>Development Objective:</b> Establish and support governance structures and processes for coordination, knowledge management, scaling up, and monitoring and assessment of the IAP on Food Security	<ul style="list-style-type: none"> <li>Number of countries accessing IAP Program knowledge services to inform policy and decision making, scaling of INRM, and to monitor and assess project impacts</li> </ul>	0	4	12	>12	-Progress, workshop and technical reports, list of participants (workshops/meetings) -PIR	Annually	IFAD	IAP partners agencies are committed to work together and provide concerted support to build capacity and enhance knowledge of the IAP pilot countries on INRM
<b>Outcome 1.1:</b> Policy makers informed through a Science and Policy Interface (SPI) that supports dialogue and advocacy for mainstreaming of ecosystem services, climate resilience and gender sensitive approaches to food security at national and regional levels in place and operational	<ul style="list-style-type: none"> <li>Number of policy makers in the 12 IAP countries informed on policy gaps and best practices and options for mainstreaming of INRM in sector policies</li> </ul>	0	4	12	>12	Meeting reports outlining the actors participating in, and the agendas of science-policy interface initiatives	Annually	FAO	

Results Hierarchy	Indicators					Means of Verification			Assumptions (A) / Risks (R)
	Name	Base line	YR 2	Mid-Term	End Target	Source	Frequency	Responsibility	
<b>Outputs:</b>  1.1.1 Key decision makers informed and trained on policy gaps, best practices <sup>7</sup> and options for integrating/mainstreaming into on-going initiatives, policies and strategies.	<ul style="list-style-type: none"> <li>Number of people trained on policy gaps and best practices and options for integrating/mainstreaming results</li> </ul>	0		At least 1 per country in the 12 pilots	Policy makers in more than the 12 pilots	-Meeting reports outlining the people, bodies and institutions participating in, and the agendas of science-policy platform initiatives	Annually	FAO	-Country projects co-support science-policy platforms financially by sending extra participants -New countries aspire to join the IAP and are willing to support participation in regional IAP meetings
<b>Outcome 1.2:</b> An established scientific knowledge support mechanism that provides options to promote and underpin innovations for sustainability and resilience of agroecosystems in a food security context	<ul style="list-style-type: none"> <li>A regional network of scientific platforms established and strengthened</li> </ul>	Existing platforms	2	6	12	-Meeting reports of e.g. UNCCD SPI, SBSTTA and CBD – NBSAP process, AMCEN-policies, on Environment- Agriculture Nexus, STAP GEF, AMCOW; NEPAD & RECs, CGIARS – CRPs, African agricultural research organizations (e.g. FARA; ASERECA, NARS) -User surveys	Annually	UNEP	-Economic and political stability -Partners remains committed to innovation in improving sustainable production and resilience in agricultural ecosystems
<b>Outputs:</b>  1.2.1 Latest scientific and technical knowledge, tools and methods synthesized and made available to decision makers	<ul style="list-style-type: none"> <li>Number of policy-relevant knowledge products completed</li> </ul>	0			A set of policy relevant tools, training package and materials available	- Project reports - User surveys - Training materials and training reports - Course curriculum	Annually	UNEP	-Academic and vocational training institutes and extension agencies fully cooperate and participate in developing, testing and extension of training packages

<sup>7</sup> Best practices (BP) of (i) regional, national and sub-national policies and strategies for INRM/SLM and food security, (ii) effective inter-sectoral coordination mechanisms for mainstreaming, and (iii) sustainable and innovative finance mechanisms and market opportunities for scaling up



Results Hierarchy	Indicators					Means of Verification			Assumptions (A) / Risks (R)
	Name	Base line	YR 2	Mid-Term	End Target	Source	Frequency	Responsibility	
<b>Outcome 2.1:</b> Regional food value chains greened and made more resilient across the 12 IAP countries	Multiple benefit innovative practices that generate or safeguard ecosystem services in the food value chains and food production systems taken up	0			trainings for the 12 countries, including toolkits	<ul style="list-style-type: none"> <li>- Training reports</li> <li>- Toolkit</li> <li>- Project monitoring reports</li> <li>- Project external evaluation reports</li> <li>- Knowledge products</li> </ul>			<ul style="list-style-type: none"> <li>-Key national actors to benefit most from training identified and able to participate in training of trainers.</li> <li>-Agreement on project selection criteria with all key stakeholders</li> <li>- Existence of well capacitated project promoters at the sub-regional level</li> </ul>
<b>Outputs:</b> 2.1.1 Capacity of regional and national actors to integrate both sustainability and resilience aspects into regional food crop value chains enhanced.	<ul style="list-style-type: none"> <li>Number of regional and national actors<sup>8</sup> trained (training of trainers) in each of the 12 IAP countries.</li> </ul>	0		60	60	Training reports Toolkit	Once a year	UNDP	Key national actors to benefit most from this training identified and able to participate in training of trainers.
2.1.2 Selected significant regional food crop value chains integrate sustainable and resilient practices through catalytic action.	<ul style="list-style-type: none"> <li>Number and type of regional food crop value chains greened and made more resilient across the 12 IAP countries</li> </ul>	0		3	3	Project monitoring reports	Once a year	UNDP	<ul style="list-style-type: none"> <li>- Agreement on project selection criteria with all key stakeholders (AU, RECs, 12 countries national Focal Points and IAP Lead Agencies)</li> <li>- Existence of well capacitated project promoters at the regional level in each of the three sub-regions</li> </ul>

<sup>8</sup> e.g. Environment, Agriculture, Private Sector/Economic Development – private sector organizations, farmers organizations and civil society organizations engaged in agriculture development, environmental sustainability and climate change

Results Hierarchy	Indicators					Means of Verification			Assumptions (A) / Risks (R)
	Name	Base line	YR 2	Mid-Term	End Target	Source	Frequency	Responsibility	
<b>Outcome 2.2:</b> Wide-scale and enhanced uptake of INRM to foster sustainability and resilience in production landscapes and agroecosystems	▪ Regional and sub-regional entities and regional and national research institutes that join the platform		2	6	12 or more	Training manuals and material			-
<b>Outputs:</b> 2.2.1 Capacity development and technical support to countries for strengthening of agricultural advisory service delivery to better integrate participatory approaches for sustainable up-scaling of INRM and agricultural intensification in small-holder	▪ Number of regional and national actors <sup>9</sup> trained	0	10	30	60	- Training manuals and material and training participation lists	Annually	FAO	- Agricultural advisory services from IAP countries are interested in better integrate participatory approaches for sustainable up-scaling
<b>Outcome 3.1</b> Framework in place for multi-scale monitoring and assessment of ecosystem services and socio-economic benefits	▪ Information system and regional web platform for dissemination of best practices in place			1	1	-			-
<b>Outcome 3.2</b> Operational framework in place for monitoring global environmental benefits in all target geographies	▪ Number of relevant products completed <sup>10</sup> ▪ Number of regional and national actors <sup>11</sup> trained in each of the 12 IAP countries. ▪ Tools for analysing changes in GEB's at completion of IAP Program			1	1 Tools for analysing key IAP GEBs available	- Metadata standards available online - Information system accessible online Reports on changes in GEBs; PIRs Reports on GEB baselines		CI	- Baseline data and GEBs available and easily accessible - Country projects will recognize the value of integrating and aggregating data beyond the boundaries of their projects
<b>Outcome 3.3</b> Capacity in place to apply appropriate tools and practices for monitoring resilience at multiple scales	▪ Number of IAP countries trained in use of the RAPTA framework and with capacity to apply DATAR	0	2	6	12 or more	- -training reports and material available			-

Results Hierarchy	Indicators					Means of Verification			Assumptions (A) / Risks (R)
	Name	Base line	YR 2	Mid-Term	End Target	Source	Frequency	Responsibility	
<b>Outcome 4.1:</b> Structures and processes in place to ensure Program coherence, reporting, aggregation and comparability	<ul style="list-style-type: none"> <li>Annual Program and project implementation review (PIR) reports submitted to GEF Secretariat and six monthly progress reports submitted to IFAD</li> </ul>		2	3	5	-			-
<b>Outputs:</b> <b>4.1.1.</b> Programme monitoring system in place and implementation based on adaptive results-based management	<ul style="list-style-type: none"> <li>M&amp;E system is in place for the Program for monitoring and aggregation of results from the country projects</li> </ul>	Not in place			M&E system in place  Baselines and targets refined	Annual project implementation review (PIR) reports submitted to GEF Secretariat  Six monthly project progress reports submitted to IFAD  GEF IAP Tracking Tool, PIR, six-monthly progress reports  Outcome mapping updated and behavioural change integrated into M&E system	Annual and biannual	ICRAF	- IAP governance structures and PCU functioning and adequate funding allocated to M&E by all projects
<b>Outcome 4.2:</b> Framework for knowledge management, communication and south-south exchange for synthesis and experienced based learning to integrate information on ecosystem services and social issues	<ul style="list-style-type: none"> <li>Program website, newsletters and outreach materials developed and disseminated through e.g. social media (Facebook, Twitter), audio-visual communication, etc.; (ii) Number of South-South communication and dissemination events held</li> </ul>			Website in place 5 newsletters	Website in place 10 newsletters	- Program website available and easily accessible - Program newsletters available in print, online and through social media - Awareness/ outreach events & materials -		ICRAF	- PCU functioning and adequate financial resources allocated to project website, outreach events and newsletter

Results Hierarchy	Indicators					Means of Verification			Assumptions (A) / Risks (R)
	Name	Base line	YR 2	Mid-Term	End Target	Source	Frequency	Responsibility	
<b>Outputs:</b> Communication and dissemination of Program results	<ul style="list-style-type: none"> <li>Number of South-South communication and dissemination events held</li> </ul>		1	3 regional south-south events	5 regional south-south events	- Statistics of website visitors, likes on Facebook, etc.	Bi-annually Once a year Annually	ICRAF	- PCU functioning and adequate financial resources allocated to project website, outreach events and newsletter
<b>Outcome 4.3</b> Impact assessment of projects and Programs	<ul style="list-style-type: none"> <li>Program mid-term review and final evaluation reports, and impact pathway assessment</li> </ul>					-			-

## Appendix 2: Country and rural context background

1. The challenges to agricultural production and food security in Sub-Saharan Africa (SSA) have been widely documented<sup>12,13</sup>. Cereal yields average only around one ton per hectare and are notoriously low compared with other regions of the world that benefited from the green revolution in the 1960s and 1970s, where yields are now at least three times higher than in SSA. Due to low resilience of agro-ecosystems to stressors and shocks, such as increased pressure on land and climate change impacts, yields are even declining in parts of Africa. The seriousness of the situation is exacerbated by the fact that land is the source of employment for 70% of the population and more than 80% of people live in extreme poverty. SSA also has the highest population growth in the world of around 2.1% per annum leading to the doubling of the population within 30-40 years, as well as a rapidly increasing proportion of the population residing in urban places including ever-growing slum communities. This poses unprecedented and as yet poorly understood challenges as well as opportunities for moving toward increased sustainability and resilience of food production systems.

2. SSA is characterized by a large variety of natural ecosystems which provide a wealth of natural, social, ecological and economical goods and services. The agricultural sector depends on this natural capital – land, soil, water, vegetation and genetic resources - for its productivity. *Agro-ecosystems* are ecosystems managed for production of food, fibre and/or fuel, whose boundaries include the ecological and human resources required for production, and the infrastructure, institutions and people across the supply chain. However, in SSA, production landscapes and agro-ecosystems are often unprotected and freely exploited, leading to their degradation and loss of productive functions, a situation which is exacerbated by water scarcity in arid and semi-arid areas and acute land pressures especially in more fertile highland areas and urban fringes. Sustainable agricultural intensification in SSA has largely failed because it has not addressed the depletion of the natural capital important for sustaining productivity. Land cover is decreasing in many agro-ecosystems due to inappropriate cultivation methods and lack of integration of tree crops in the farming systems, leading to increased soil erosion. Soil organic matter is also being lost over large areas due to insufficient return of organic matter to the soils, which in turn causes low response to fertilizers and problems of nutrient depletion, including loss of soil carbon.

3. This has been coupled with loss of agro-biodiversity - genetic diversity and wild relatives of globally important domesticated species - leading to further loss of *resilience* - the ability of a system to maintain objectives or functions in the face of stressors and shocks - of agro-ecosystems, such as climate variability and change. Crop genetic resources is a major factor in sustaining agricultural production over time, providing an important buffer and “insurance” against external factors like insects and other pests, plant diseases and climatic variability. Lack of genetic diversity leads to a reduction in biodiversity capability to adapt to biotic and abiotic stresses in the environment. This limits current and potential utilization in crops, forest and livestock taxa, which significantly impacts food and nutrition security. In many areas it is not the scarcity of calorie-rich foods that undermines the health and productivity of Africa’s poor, but rather a lack of micronutrients that are lost when agro-biodiversity resources are removed. Micronutrient deficiency is often called the “hidden hunger” because it can occur even when diets include an adequate amount of energy (calories).

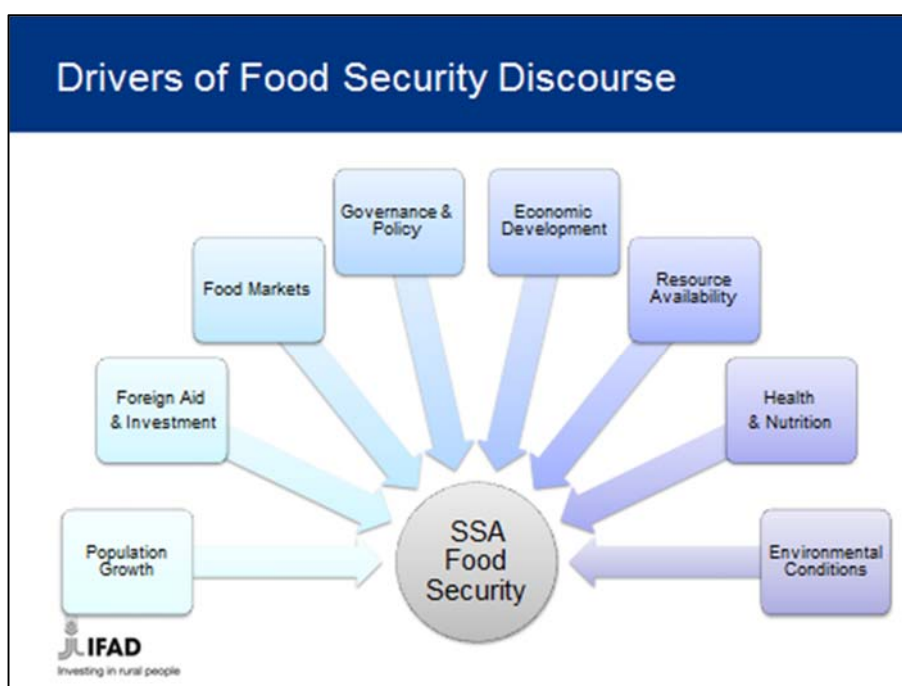
---

<sup>12</sup> Liniger HP. Mekdaschi Studer R. Hauert C. & Gurtner M. 2011. SLM in Practice – Guidelines and Best Practices for Sub-Saharan Africa. TerrAfrica, WOCAT and FAO.

<sup>13</sup> UNEP. 2012. Global Environmental Outlook 5: Environment for the future we want. UNEP, 2012.

4. Other obstacles to intensification include limited access to markets, credit and food value chains by the hundreds of millions of smallholders that form the backbone of African agriculture, and poor links between science, policy and action – i.e. the latest knowledge on sustainable agricultural intensification is not being fed into the decision-making process. The food security discourse in Africa thus connects a range of issues seen to impact food security, from population growth, investments and market access, governance and economic development, to resource availability and environmental conditions (see below).

**Figure 4:** Issues that typically frame the food security discourse in SSA



### Preferred solution, barriers and baseline scenario and Programs

5. A preferred, long-term solution to the global environmental problem of loss of ecosystem services underpinning food security is to promote pathways of agricultural intensification in smallholder systems that safeguard natural capital for long-term sustainability, and that progressively enhance resilience in the face of climate change and other hazards. In the target geographies, SSA governments and development partners have in recent years been stepping up efforts to increase food production, focusing mainly on smallholder farmers' access to agricultural inputs and markets.

6. Although significant progress has been made, many promising approaches have not been taken to scale, and there are yet no consistent efforts to integrate management of natural capital and ecosystem services into investments that aim to improve smallholder agriculture and food security, including the growing risks of climate change. Moreover, interventions aimed at strengthening institutional frameworks and incentives have not been linked to approaches to scaling up focusing on market access and value chains. Monitoring and assessment of impacts of interventions have not incorporated ecosystem services and resilience. Building on past efforts, the IAP will focus on removing barriers to sustainability and resilience of smallholder agriculture for food security in SSA. This includes fragmented policies, lack of coordination across sectors and scales, lack of integrated financing and market opportunities, and inadequate extension and access to knowledge:

**(i) Fragmented policies**

7. Fragmented policies, poor governance and weak evidence of the benefits of investing in Integrated Natural Resources Management (INRM)<sup>14</sup> have long been seen as a key barrier to sustainable land management by African governments and their development partners. Introducing greater resilience and sustainability into food production systems will require stronger links between the environment and the agriculture sectors at all levels and harmonization of sectoral policies. Yet nationally and regionally these sectors traditionally have weak linkages. At the regional level, the African Union's (AU) New Partnership for Africa's Development (NEPAD) Environment Action Plan (EAP) and its Comprehensive African Agricultural Development Program (CAADP) has received support through a number of initiatives such as TerrAfrica that has promoted mainstreaming of sustainable land management in policies and institutional frameworks at national level, and supported the development of tools for policy and financing of SLM, and SLM best practices guidelines (e.g. FAO/WOCAT). More recent AU/NEPAD initiatives include the Climate Smart Agriculture Alliance that was launched in 2014 to leverage the partners effort to support scaling up of climate smart agriculture to at least 6 million farm households. The Alliance unites the public sector with research and civil society organizations to scale up on-farm assistance, link to technological advances and support a favourable policy environment.

8. In addition, any Program for food security that is to be sustainable and resilient will need to systematically integrate efforts for managing crop genetic resources, as resilience of food systems is closely linked to the agro-biodiversity that they harbor. Conservation and sustainable use of plant genetic resources for food and agriculture is governed by the International Treaty on Plant Genetic Resources for Food and Agriculture (ITPGRFA), which entered into force in 2004. The ITPGRFA is in turn supported by regional and national policies that aim at improving the "formal" system of plant genetic resources conservation and development that will provide smallholders with the varieties needed in food production and value chains. The situation in the affected regions would have to be more thoroughly analyzed, but there is good reason to believe that there are significant gaps in existing knowledge and infrastructure in this field, in other words that countries (and the respective regions) are not adequately prepared to fully reap the potential benefits of the genetic resource base. This will probably be even clearer if one takes the potentials of crop wild relatives of important food crops into consideration.

**(ii) Lack of coordination and collaboration across sectors and scales**

9. Addressing barriers to coordination and harmonization across sectors and scales is key to achieve transformational change of African agriculture and to put it on a pathway to sustainable intensification. Links between science and practice across sectors and landscapes need to be enhanced in order to identify common objectives, and to promote evidence-based policy and decision making to inform the scaling up of investments in sustainability and resilience for food security. At the national level, there is still a lack of harmonization and mainstreaming of SLM and agro-biodiversity into expenditure frameworks and appropriate incentive structures for smallholder agriculture. There is lack of appreciation of the fact that environmentally-sound forms of agricultural production can address productivity gaps, while at the same time securing critical ecosystem services (hydrology and climate regulation, nutrient and carbon cycling, pest and disease control, etc.) that underpin

---

<sup>14</sup> Sayer J.A and Campbell B: "Integrated Natural Resource Management is a conscious process of incorporating the multiple aspects of resource use into a system of sustainable management to meet the goals of resource users, managers and other stakeholders (e.g. production, food security, profitability, risk aversion and sustainability goals)." *The Science of Sustainable Development: Local Livelihoods and the Global Environment*. Cambridge University Press, 2004.

sustainability and resilience of agroecosystems. At the regional level, there is a need to synthesize and make the latest scientific and technical knowledge, tools and methods available across sectors and scales, and to properly engage stakeholders from governments, local communities, the private sector and the technical and scientific community in multi-stakeholder coalitions.

10. There is also clear need for collaborative actions at sub-regional level for coordination and harmonization, interconnected data and information systems, as relevant, to promote wider protection and development of agro-ecosystems and landscapes, particularly across similar ecologies, transboundary highland areas and river and lake basins and grazing corridors. Regional groupings such as *le Comité Permanent Inter-Etats de Lutte contre la Sécheresse dans le Sahel* (CILSS) and *Alliance Globale pour la Résilience - AGIR Sahel et Afrique de l'Ouest*, the Intergovernmental Authority on Development (IGAD) and the Drought Resilience and Sustainability Initiative (IDRISSI), and the Southern Africa Development Community (SADC), are already supporting sub-regional efforts to enhance resilience and food security while combating desertification and drought. However, better integration between food security and resilience on the one hand, and environmental agendas on the other are needed. Moreover, there are weak links between Anglophone and Francophone countries, and highland areas are not given sufficient attention.

### **(iii) Access to finance, markets, inputs and processing technology**

11. In recent years initiatives such as the national agricultural investment Programmes (CAADP supported by FAO-World Bank), the Bill & Melinda Gates Foundation, Alliance for a Green Revolution in Africa (AGRA), Rockefeller Foundation, UNDP African Facility for Inclusive Markets (AFIM) and IFAD's Adaptation for Smallholder Agriculture Program (ASAP) have addressed some of the barriers related to access to markets, value chains and finance in SSA. AGRA supports work on value chains on key staple food crops as a means of scaling up integrated soil and land management. This involves developing Public Private Partnerships (PPPs) to address access to input and output markets, essential for farmers to sustainably increase their yields. AGRA's baseline investments amount to a total of US\$100 million from sources such as the Bill & Melinda Gates Foundation and the Rockefeller Foundation, with investment largely focused on countries in the geographies targeted by the IAP Program. UNDP Regional Service Center for Africa, Inclusive Growth and Sustainable Cluster, Private Sector AFIM unit supports the development of inclusive business models and markets, the objective being to include the poor in the value chain as consumers, producers, business owners or employees with a baseline investment including in-kind of USD 10.75 M from UNDP, Japan (TICAD IV), SDC, and Global Affairs Canada.

12. UNDP AFIM has championed the concept of inclusive agri-business markets in Africa and established and convened regional Multi-stakeholder Platforms in Eastern, Western and Southern Africa in partnership with the East African Community (EAC), ECOWAS and COMESA, in order to increase the benefits to small-holders farmers of cross-border/regional food value chains in Sub-Saharan Africa. The platform responded to the AU/CAADP agenda to strengthen productive capacity of farmers and SMEs in regional food value chains. So far sorghum, dairy, onions, mangos, soybeans, and groundnuts regional value chains have been supported in East, West and Southern Africa. Activities catalyzed include facilitating access to cheaper or better inputs, decreasing post-harvest losses, strengthening the delivery of business and financial services, increasing access to higher-value markets, to mention a few.

13. The grants provided have benefited over 11,000 smallholder farmers across 9 countries. UNDP Regional Service Center for Africa, Inclusive Growth and Sustainable Cluster, Private Sector AFIM unit has also developed Agribusiness Supplier Development Project (ASDP) in 6 countries (Angola, Côte d'Ivoire, DRC, Kenya, Nigeria and Rwanda) to better link small holders with off-takers.



14. Similarly, IFAD's ASAP channels US\$350 million of climate finance to smallholder farmers to facilitate their access to the tools and technologies that help build their resilience to climate change.

15. Nevertheless achieving transformational change of agricultural practices in SSA is hampered by difficulties of scaling up due to the large number of smallholders whose access to agricultural inputs and markets is limited. Hence, they have limited incentives to increase production through sustainable intensification. Regional and local markets are growing fast and offer increasing opportunities for the African agri-food sector through opportunities for expansion of agricultural production and value addition. Maintaining diversity and flexibility in what they produce may confer resilience for smallholder farmers while constraining their participation in modern global and regional value chains<sup>15</sup>. Innovations in assisting farmers participate in value chains for portfolios of products rather than focusing on single value chains offers prospects for less risky commercialization pathways<sup>16</sup>.

16. Overall, Africa's value chains and agro-industries are constrained by lack of capital, finance and credit, appropriate post-production technologies, poor infrastructure and inadequate market information that make investments in the agri-food sector risky and less profitable. Post-harvest losses remain high and are indicative of poorly functioning and inefficient value chains. Grain losses of major staple foods in sub-Saharan Africa are worth potentially \$4 billion a year and could meet the minimum annual food requirements of at least 48 million people. Recently, the Grow Africa partnership platform has been launched by the African Union Commission, the NEPAD Agency and the World Economic Forum to help catalyze sustainable investment and growth in African agriculture through large scale commercialization.

17. However commercialization objectives must always be cognizant of multiple ecosystem services and limits and of functional landscape diversity in order to provide sustainable benefits for multiple users. Institutional arrangements such as Payment for Environmental Services and Public-Private-Producer Partnerships, such as TNC's work on water funds, will facilitate such solutions. Building on these baselines, and with incremental GEF support, there is an opportunity to create market demand for environmentally friendly food chains, which has the potential to achieve transformation at scale of African agriculture, leading to both intensified production and enhanced sustainability and resilience.

#### **(iv) Inadequate extension and access to knowledge**

18. Finally, the assistance and adaptation of technologies and knowledge to build a more regenerative, sustainable agricultural production system is not supported by the current extension system in most countries. At the same time the adoption of new technologies involves a change of current practices (farmer level) that in most cases are linked to existing cultural values and traditions (agricultural practices). A successful adoption and local adaptation of practices and technologies would hence be difficult if they are not perceived as consistent with existing values, past experiences and the real needs of the farmers. In fast changing rural systems and under the pressures of climate change, today's technological proposals are unlikely to be tomorrow's solutions. Farmer need to be supported with agro-ecology literacy to improve their skills in decision making and experimentation of solutions, but also to strengthen local empowerment and build farmer agency. Farmer-centered

---

<sup>15</sup> Dorward, A., Anderson, S., Nava, Y., Pattison, J., Paz, R., Rushton, J., and Sanchez Vera, E. 2009. Hanging in, stepping up and stepping out: livelihood aspirations and strategies of the poor. *Development in Practice* 19 (2): 240-247.

<sup>16</sup> Vorley, B., del Pozo-Vergnes, E., Barnett, A. 2012. Small producer agency in the globalised market: making choices in a changing world. IIED, London; HIVOS, The Hague. <http://pubs.iied.org/pdfs/16521IIED.pdf>

extension approaches, such as the Farmer Field Schools Program implemented by FAO, have been able to overcome some of these barriers, by building on local knowledge and empowering farmers and herders.

19. The FFS approach goes beyond a normal training as : farmers determine the problems to be addressed, experiment and learn agro-ecosystem management, and new practices are tested and adapted by the farmers attending the FFS (engendering ownership) while the risks associated with testing innovations are reduced. Recent advances in embedding planned comparisons of options in scaling up adoption, the development of innovation platforms and citizen science have presented significant opportunities to augment and amplify the impact of FFS. Overall, try-ability, observability and eventually acceptance lead to successful local adaptation of practices.

20. Sustainable agricultural intensification in Africa also requires better data, analytical methods and risk management approaches for evaluating the trade-offs and synergies among policies for food production, poverty alleviation and ecosystem services. Data are fragmented, a variety of measurement methodologies and tools are used that are often not generating comparable data. Conservation International (CI) has led the development of Vital Signs, which is an open source system to provide better data and support better decision making and policies for agricultural development that tracks major indicators from UNCCD, CBD and UNFCCC, as well as indicators of human, ecosystem and agricultural resilience. Vital Signs includes a statistical framework and protocols, an analytical layer that applies algorithms and models, and a decision-support layer. FAO and UNEP have developed tools for assessment of land degradation and sustainable land management from local to national level and impacts on local livelihoods and on ecosystem services in collaboration with the World Overview of Conservation Approaches and Technologies (WOCAT).

21. The World Agroforestry Center (ICRAF) of the CGIAR system has developed the Land Degradation Surveillance Framework (LDSF), which has been adopted by some countries to provide a biophysical baseline at landscape level, and a monitoring and evaluation framework for assessing soil and ecosystem health as well as tools for evaluating spatially explicit trade-offs amongst ecosystem services, such as Polyscape<sup>17</sup>. With GEF support added to the baseline investments, these different tools, frameworks and platforms can be further developed and harmonised to provide integrated data, knowledge and decision support for all the IAP target geographies in a coherent and standardized manner. This will enable GEF and governments to track ecosystem service benefits and progress towards improved resilience of the agro-ecosystems (bio-physical) and food security (socio-economic dimension) at multiple scales.

22. This Project will provide regional capacity building, knowledge services and coordination to support the country projects under the GEF IAP-Food Security. As such, it is fully supporting the regional priorities of the IAP and national priorities of the 12 countries that are directly participating in the Program.

23. The IAP is reinforcing the commitments of the participating countries to implement the UN Convention to Combat Desertification (UNCCD), the Convention on Biological Diversity (CBD), and the UN Framework Convention on Climate Change (UNFCCC) in an integrated manner that maximizes synergies and generates multiple global environmental benefits across conventions. The Program will also ensure that food security benefits underpins the

---

<sup>17</sup> TF Pagella, FL Sinclair, 2014: Development and use of a typology of mapping tools to assess their fitness for supporting management of ecosystem service provision. *Landscape Ecology* 29 (3), 383-399.

B Jackson, T Pagella, F Sinclair, B Orellana, A Henshaw, B Reynolds, N. McIntyre, H. Wheeler and A. Eycott, 2013: Polyscape: A GIS mapping framework providing efficient and spatially explicit landscape-scale valuation of multiple ecosystem services. *Landscape and Urban Planning* 112, 74-88.

achievements of Global Environment Benefits (GEBs), by working in concert with the African Union's Environment Action Plan (EAP) and Comprehensive African Agricultural Development Program (CAADP), and its pillars on (i) extending the area under Sustainable Land Management (SLM) and reliable water control systems; (ii) improving rural infrastructure and trade-related capacities for market access; (iii) increasing food supply, reducing hunger, and improving responses to the food emergency crises; and (iv) improving agriculture research, technology dissemination and adoption.

24. The IAP directly contributes to the implementation of the UNCCD 10-year strategic plan (10YSP) 2008-2018 and its strategic objectives on: (i) to improve the living conditions of affected populations; (ii) to improve the condition of affected ecosystems; (iii) to generate global benefits through effective implementation of the UNCCD; and (iv) to mobilize resources to support the implementation of the Convention through building effective partnerships between national and international actors. The Program has also been designed to contribute to the operational objectives of the 10YSP, especially on (i) policy framework; (ii) science, technology and knowledge; and (iii) financing and technology transfer. All participating countries have allocated STAR funding from the GEF Land Degradation focal area and all 12 national projects are consistent with the National Action Programs to Combat Desertification (NAPs).

25. With regard to the CBD, the IAP will contribute to the Strategic Plan for Biodiversity 2011-2020 and the associated Aichi target 7 on sustainable agriculture, aquaculture and forestry. The IAP is designed to contribute to the CBD Program on Agricultural Biodiversity and its cross-cutting initiative on Food and Nutrition, as well as the International Treaty on Plant Genetic Resources for Food and Agriculture. (ITPGRFA). National projects will be consistent with the National Biodiversity Strategies and Action Plans (NBSAPs), especially those with STAR funding from the Biodiversity Focal Area: Burundi, Ethiopia, Ghana, Malawi, Kenya, Nigeria, Swaziland, Tanzania, and Uganda, which are countries with high biodiversity values that have prioritized conservation of their agro-biodiversity.

26. The IAP-Food Security also responds to UNFCCC priorities on issues related to agriculture, especially the identification and assessment of agricultural practices and technologies to enhance productivity in a sustainable manner, food security and resilience, considering the differences in agro-ecological zones and farming systems, such as different grassland and cropland practices and systems (FCCC/SBSTA/2014/2). National projects will respond to priorities identified in National Communications (NCs), especially those with STAR funding from CCM-2, which include Burundi, Ghana, Kenya, Malawi, Nigeria, Senegal, Swaziland, Tanzania, and Uganda that have prioritized reduction of emissions from land use, land use change and forestry, and deforestation and forest degradation. In addition, several country projects also respond to priorities in the National Adaptation Program of Action (NAPA) to meet urgent and immediate needs to adapt to climate change, including Burkina Faso, Burundi, Malawi, and Senegal.

27. **National development frameworks:** Country projects are also aligned with national development strategies and priorities including, ensuring national food and nutrition security, poverty reduction, securing environmental governance, furthering green growth and value chain development and local sustainable development. Annex 5.3 details project country policies relevant to the IAP Food Security Program. The majority of country project host governments have official policies that outline agricultural and economic development, as well as land and water resource management, priorities and strategies. A number of countries have policies that directly address environmental sustainability, climate change, and land degradation.

28. The Government of Ghana's Strategic Investment Framework (GSIF) for Sustainable Land Management 2011-2025, details the country's adaptation and mitigation actions included in Ghana's Third National Communication to UNFCCC (July 2015), Ghana Technology Action Plan (February 2013), and other international commitments and

incorporates them directly into the state's land management policy. The state of Niger's Plan of Development Economic and Social (SEOP) 2012-2015, is also an example of environmentally oriented SSA state policy. SEOP stresses the effects of climate change on the agro-sylvo-pastoral and health sectors in Niger, and the threat posed by climate hazards on poverty reduction efforts. It frames adaptation to climate change as a need, particularly to preserve and sustainably manage environmental resources for food security and livelihoods of the population. Ethiopia, Swaziland, Burkina, Malawi, Tanzania, and Nigeria have similar policies that set environmental sustainability and climate change at the front of development and resource management policies.

29. Most of the project countries recognize the integrated nature of food security, agricultural and economic development, environmental sustainability, and social issues, such as poverty reduction, in their state policies. Malawi's Growth and Development Strategy II (2011-2016), the overarching mid-term strategy to achieve the country's long term development objectives, highlights agriculture as a critical development sector and establishes specific objectives to increase agricultural output and diversification, reduce land degradation, increase forest cover, increase the livelihood returns of forestry to people, and improve land use planning. Themes of climate change, environment and natural resources cut across these specific objectives, as well as the Strategy's six priority themes. Another example of integrated policy is Burkina Faso's National Programme for the Rural Sector (PSNR). Integrated approaches to addressing development issues have thus started to emerge in SSA.

30. Many countries do not have formal policies directly addressing food and nutrition security. Most food security policy in SSA is treated indirectly through other types of development policy, commonly through agricultural development policies and strategies. Burkina Faso is an exception. Its National Food and Nutritional Security Policy clearly outlines the country's objective: the realization of food and nutrition security sustainable by 2025. The specific objectives arising from this are: (i) increase sustainable food supply; (ii) strengthen the capacity of prevention and response to shocks; (iii) improving physical and financial access to food; (iv) improve the nutritional status of populations; (v) strengthen food and nutrition security governance. While Burkina is not the only country to address issues of food security, it is one of few with explicit policies relatively unattached to other development issues. Ethiopia, Ghana, Malawi, Niger and Tanzania also have national food security and nutrition policies as seen in Annex 5.3.

31. The overarching objective of IFAD's approach to policy engagement is to support and facilitate policies that promote sustainable rural transformation. IFAD does this by providing evidence to inform policy processes, but also by increasing the participation of rural people / stakeholders in policy processes, by promoting demand for policy analysis, and by enhancing capacity for policy making and governance.

32. IFAD's specific approach to policy relies on building partnership with governments and other actors, maintaining a focus on smallholder farmers and the rural poor (i.e. taking a bottom up approach), working across the policy cycle (i.e. working on agenda setting, formulation, implementation and M&E and not just formal approval of policies), and by integrating policy engagement into IFAD's core programme of work.

33. IFAD does not impose policy change as a condition for its support for investment projects, and rarely does it seek specific policy change. Typically, IFAD's approach to policy engagement is rather one of facilitating and informing policy processes, so as to enable governments and other stakeholders to determine themselves the policy change required.

34. **Regional: African Union (AU) and the Comprehensive Africa Agriculture Development Programme (CAADP) and the Malabo Declaration:** The proposed IAP builds on the momentum created by the 2014 Year of Agriculture and Food Security in Africa that

was launched by the African Union to mark the 10<sup>th</sup> anniversary of the adoption of the Comprehensive Africa Agriculture Development Program that has received GEF support through the TerrAfrica platform. The objective of the Year of Agriculture was to consolidate active priorities toward new priorities, strategies and targets for achieving results and impacts to transform Africa's agriculture through harnessing opportunities for inclusive growth and sustainable development.

35. The proposed IAP is fully consistent with the focus on increased agriculture production, productivity and value addition, functioning agricultural markets and increased investments along the agriculture value chain embodied in the Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods adopted by the AU in June 2014. Selected countries all have a CAADP strategy in place. In addition, the IAP Program will support the African Ministerial Conference on the Environment (AMCEN) and its action plan for the Environment Initiative for the New Partnership for Africa 's Development (NEPAD). Its 6<sup>th</sup> Special Session held in April focused on the 2030 Agenda for Sustainable Development in Africa and how to harness Africa's rich natural capital. Strong linkages with AMCEN will be developed by the IAP Program's policy component.

**Global: Sustainable Development Goals (SDGs):** The objectives of the IAP is also fully in line with the Sustainable Development Goals (SDGs), adopted by the UN General Assembly in September 2015. Due to its integrated nature, the IAP will make a significant contribution towards achieving a number of SDGs in Africa, and in particular: SDG1: End poverty in all its forms everywhere; SDG2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture; SDG15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss – the IAP will contribute to a wide range of targets under this SDG pertaining to reduction of desertification and land degradation as well as biodiversity loss, and sustainable use and management of ecosystems. Finally, the IAP, through its approach of using multi-stakeholder platforms to strengthen policy and institutional frameworks and to scale up good practices in integrated management of ecosystems, will also contribute to SDG17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.

## Appendix 3: Poverty, targeting and gender

1. The IAP-Food Security targets four geographies in SSA that are seriously affected by loss of sustainability and resilience for food security caused by land degradation and loss of ecosystem services important for human well-being.
2. The Sahel target geography is defined as the portion of the Guinea-Savanna agro-ecological zone that is dominated by agro-pastoral and cereal-root crop mixed farming systems. The cereal-root crop mixed system lies within the northern part of the Guinea savanna zone, which in recent years has been recognized as an area of major potential growth in Africa's agricultural sector<sup>18</sup>, although this requires major investments in improving market access as well as improved access to agricultural services to support crop diversification. At present most farming is of annual crops using minimum inputs and producing very low yields. The agro-pastoral millet and sorghum farming system is drier and households face significant risks of drought as well as crop loss from pests, and livestock from poor health or theft. These areas typically have minimal access to services, and farming is inherently risky. The total area of this target zone is only slightly smaller than that of India (3.17 mill. km<sup>2</sup> vs. 3.28 mill. km<sup>2</sup>) and its population is slightly more than Russia's (143.5 mill. vs. 142 mill.).
3. Climate trends across the region have not been uniform, but rains have remained relatively steady in Mali, Burkina Faso and Senegal, and have even increased in Niger. Yet cereal yields are low and stagnant and the percentage of the population at risk of not covering the food requirements associated with normal physical activity (prevalence of food inadequacy)<sup>19</sup> is more than 30 percent in countries such as Burkina Faso and Senegal. There is thus a need to reduce the vulnerability of the population to food insecurity by stabilizing yields and reducing risk through water harvesting, adjusting timing of planting, and better integration of crop, trees and livestock.
4. The conventional model of high-input agriculture (mechanization, chemical fertilizers and pesticides, reliance on mono-cropping) is unsustainable and in any case beyond the reach of most smallholder farmers in the region. Many of the governments in this region have already been forced to abandon costly Programs such as fertilizer subsidies, which in some cases had temporarily supported yield increases. In Mali, fertilizer use per hectare of arable land declined from 12kg in 2008 to 7.6kg in 2009, and during the same period dropped from 7.7kg to 2.1kg in Nigeria (though other countries recorded increases during the same period). Overall, agricultural extension services in the region are weak to non-existent. A strategy that links conservation farming, integrated pest management and crop-livestock integration as a pathway toward ensuring that output increases can be environmentally sustainable and within the means of smallholder farming families ("evergreen agriculture") has been proposed. In brief, this model combines low-tillage cultivation with cover crops and mulching, and growing fodder crops which are cut and carried to animals confined in pens or stalls, whose manure is then used for composting and mulching. Control of grazing is an essential element of this strategy, together with improved land husbandry to maintain soil fertility.
5. The **East African Highlands** target geography covers a diverse range of biomes and ecosystems due to the diversity of elevations, climatic conditions and soil types. It includes the Ethiopian Highlands and the Albertine Rift Montane Forest systems, which are globally recognized both in terms of biological importance and the level of threat in terms of deforestation and unsustainable management of natural resources, such as soil. Population

---

<sup>18</sup> World Bank, 2009. *Awakening Africa's Sleeping Giant: Prospects for Commercial Agriculture in Guinea Savannah Zone* and Beond. Washington DC.

<sup>19</sup> FAOSTAT

densities are very high, and plot sizes tend to be very small – below one hectare on average in the highland perennial zone, and 1-2 ha in the highland temperate mixed zone. Prevalence of food inadequacy is very high and ranges from 36 percent in Kenya up to almost 77 percent in Burundi due to stagnating yields and high population growth. In order to increase yields, smallholders need better access to inputs, such as improved varieties of maize, wheat, teff and barley that can increase yields up to three times compared to traditional seeds, but availability and cost remain significant obstacles<sup>20</sup>, as well as access to extension services and information. In order to reduce the vulnerability of the population to risks of crop failure, farming systems also need to become more diverse and resilient to changing and unpredictable rainfall patterns. Diversification potential is recognized in these highlands and could include the integration of tree-based practices, such as agroforestry, in farming systems. But smallholders here, as in other target areas, also need support in accessing markets, inputs and new knowledge and technologies, as well as improved tenure rights, and training in effective systems for sustainable intensification of agriculture.

6. The **Horn of Africa** target geography is to a large extent covered by arid, pastoral and agro-pastoral systems. The arid and pastoral areas are considered to have low potential for interventions to significantly improve food production and reduce poverty, while the agro-pastoral system is similar to those in the Sahel and also includes cereal-root crop mixed and maize mixed systems in Ethiopia.

7. The World Food Program describes the Horn of Africa as the most food-insecure region in the world caused by recurring droughts and armed conflict. Prevalence of food inadequacy is thus very high - 44 percent in Ethiopia and 72 percent in Eritrea. However, in order to reduce vulnerability and risks and improve food security, there is potential for diversification of the agro-pastoral system and to improve market access for smallholders. Management of grazing is probably the most important single intervention throughout this area, since without it other efforts such as afforestation have little chance of becoming sustainable. Sustainable management of grazing has been shown to both increase soil carbon stocks and biodiversity and several effective forms of grazing management have been documented in the Horn of Africa, such as conservancies in Kenya, and the “enclosure” system in Ethiopia which provide a basis for replication and scaling-up. The Horn of Africa target geography also includes a significant number of globally significant threatened ecosystems. A significant number of agroforestry and conservation activities have been underway for many years. However, there is little to no quantitative monitoring and assessment of these activities.

8. The **Southern Africa** target geography is a high-potential zone for agricultural growth and poverty reduction with the maize-mixed system being a priority, as it represents an important share of the agricultural sector in several countries in the region. The maize mixed system combines crops and livestock with maize being the predominant crop but also including a variety of other products such as pulses, oilseeds, cotton, sorghum, and millet. Cattle are the main type of livestock, supplemented with small ruminants and poultry. This system is dominated by smallholders, but in several countries there is also a well-established large, commercial farming sector with access to improved seeds, fertilizer and pesticides, and better road access to markets than in many other parts of SSA. This is reflected in much higher crop yields per hectare than in the other target geographies. There is also much less dependence on food imports.

9. Differences across the countries are also quite pronounced, for example demographic pressure on arable land is high in Malawi, Mozambique and Swaziland, but much lower in South Africa, Namibia and Zimbabwe. Prevalence of food inadequacy is below 5 percent in South Africa, but over 40 percent in most of the rest of the region, and close to 50 percent in

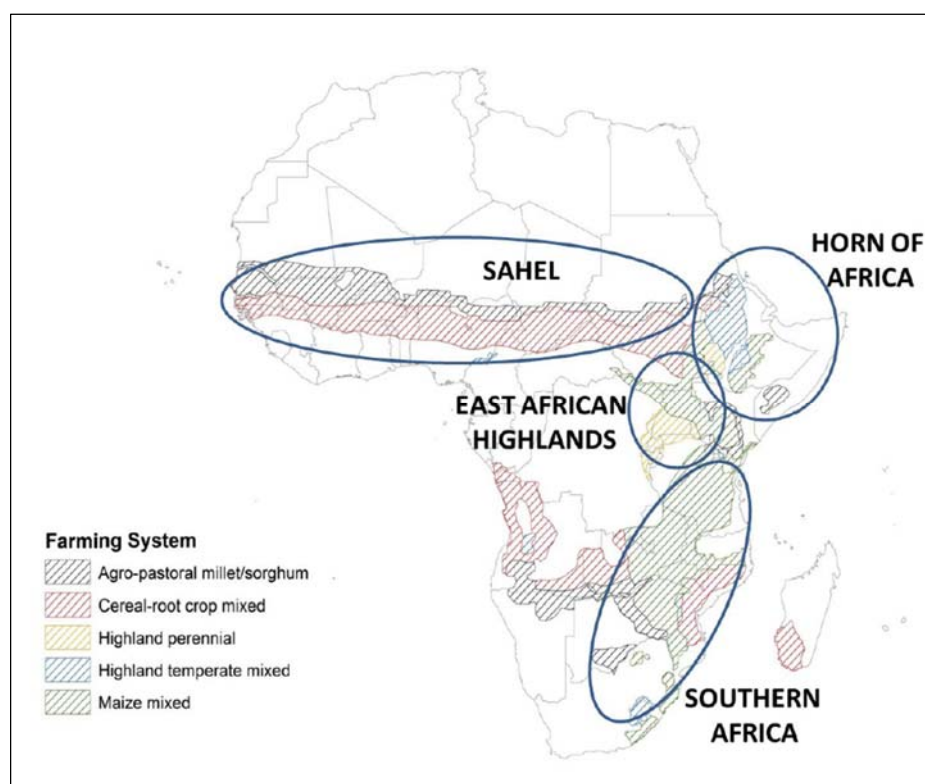
---

<sup>20</sup>Garritty D. Dixon J. & Boffa J-M., 2012. Understanding African Farming Systems: Science and Policy Implications. Australian Centre for International Agricultural Research and Australian International Food Security Centre. Sydney, 2012.

countries such as Malawi and Zambia. However, maize production is becoming increasingly vulnerable to heat and water stress linked to climate change. Hence, introduction of drought tolerant crops, scaling up of soil and water management and diversification are priorities in this region coupled with improved market access for smallholders.

10. The Southern African target geography includes a number of threatened and globally important ecosystems. The maize mixed target geography in Southern Africa affects a large area of Central and Eastern Miombo Woodlands, a small tract of highly-threatened East African Coastal Forests, East African Acacia Savannas, and the Drakensberg Montane Woodlands and Grasslands. Smallholder intensification which improves food security while reducing the need for extension of commercial agriculture into already-threatened ecosystems represents a “win-win” opportunity in this area.

African target geographies selected for the IAP-Food Security (**Figure 2**)



### *Gender considerations*

11. The IAP on Food Security is consistent with the GEF Policy on Gender Mainstreaming (PL/SD/02. May 1, 2012) and is fully aligned with the gender policies/strategies of the participating GEF agencies, in particular with that of IFAD, the lead agency for the IAP. IFAD’s Gender Equality and Women’s Empowerment Policy of 2012 builds on the premise that agricultural growth is enhanced if both women and men are enabled to participate fully as economic actors. Its goal is to enable poor rural women and men to improve their food security and nutrition, raise their incomes and strengthen their resilience. The regional Hub project will support increased gender equity and female representation in evidence-based decision making on INRM (output 1.2.4), and provide gender disaggregated measures of food security and global environmental benefits (outcomes 3.1 and 3.2). Specifically it will:

- Include a gender officer in the project coordination unit (PCU) that will work with gender focal points in the other projects that will act as entry points for the dissemination and adoption of new gender sensitive approaches to INRM.



- Include gender in the ToRs of all the technical staff of the PCU.
- Work on capacity development within Government counterparts and local institutions, especially important in the context of decentralisation (i.e. through South-South exchanges, 'learning routes', etc.).
- Ensure gender dimensions are included in the ToRs of contracts with service providers, whenever projects work through them.

12. Monitoring of progress in mainstreaming gender will be done at both project and Program level and the knowledge management component of the IAP will ensure capacity building and consistency in gender disaggregated data collection across projects. Specific indicators will be selected depending on the nature of the project and be based on the following criteria:

#### **Promote economic empowerment of rural women and men**

- Proportion of women accessing agricultural advisory, savings and borrowing services
- Proportion of women who are members of groups related to economic activities (crop/livestock production, savings and credit, and marketing)
- Rural women's incomes/expenditures as compared to men's

#### **Increase rural women's decision-making power and representation**

- Proportion of women in the membership of non-economic groups (natural resources management, community and social infrastructure)
- Proportion of women in leadership positions in economic groups in IAP-supported projects
- Proportion of women leaders in apex organizations associated with the IAP

#### **Achieve an equitable workload balance**

- Score on workload reduction and balance - e.g. indicators of number of hours saved by individuals (sex-disaggregated) in collection of water and fuel

**Table 10:** Country Projects Gender Activities and Targets

Country	Organization	Name of the project	Specified Gender and Youth Activities	Gender and Youth Beneficiaries/Target
Ethiopia	UNDP	Integrated Landscape Management to Enhance Food Security and Ecosystem Resilience	<ul style="list-style-type: none"> <li>• At least one Gender-sensitive decision-support tool and participatory process applied</li> <li>• Key gender transformation indicators will be established during the inception phase</li> <li>• Women leaders will be identified and provided guidance and support within all 12 project sites</li> <li>• NRM interventions usually target households of landless youth and women to diversify their income and livelihoods</li> </ul>	<ul style="list-style-type: none"> <li>• Overall the project is committed to at least 40% of all beneficiaries being women.</li> </ul>
Uganda	UNDP/FAO	Fostering Sustainability and Resilience for Food Security in Karamoja sub region	<p>Interventions to address food insecurity by the project will deliberately prioritize female-headed households in APFS/FFS, by:</p> <ul style="list-style-type: none"> <li>• Raising awareness of communities and particularly women, on their rights of access, use and control of land resources</li> <li>• Providing training through baseline Programming and the establishment of APFS/FFS in order to sensitise women, who are responsible for food production at the household level, on the need to improve dietary diversity and healthy eating habits, in order to improve climate resilience and food security</li> <li>• Identifying and supporting existing and/or facilitate formation of VSLAs, women farmers associations and groups to access start-up capital to undertake various income generating activities</li> <li>• Interventions that will reduce women's workload and will leave more time for caring practices, thus improving nutrition and health status of women and their household.</li> </ul> <p>Youth specific interventions include:</p> <ul style="list-style-type: none"> <li>• Encourage youth to participate and be represented at the multi-sectoral stakeholder platforms</li> </ul>	<ul style="list-style-type: none"> <li>• At least 1 multi-stakeholder platform per district, supporting INRM, within which at least 30% are women, 30% are men, 20% are youth, and as appropriate 10% are indigenous people to represent communities, by end of project.</li> <li>• 12,000 community members trained in integrated natural resources management and SLM, among which half are women by end of project</li> <li>• 1 workshop held per year on monitoring resilience and building capacity for M&amp;E, within the multi-stakeholder platform, among which 50% of participants are women</li> </ul>

			<ul style="list-style-type: none"> <li>• Support training of youth groups and associations and the expansion of savings and credit groups to raise capital for business activities</li> <li>• Promote youth livelihoods by encouraging the formation of producer groups to develop resilient value chains for increased income, such as sustainable charcoal production, establish piggeries and small stock rearing facilities</li> <li>• Gender-disaggregated indicators</li> </ul>	
Malawi	IFAD	Enhancing the Resilience of Agro-Ecological Systems	<ul style="list-style-type: none"> <li>• The project's targeting mechanism will be closely aligned with the PRIDE and ensure equitable participation of women, men and youth at all levels including involvement in catchment area land and water use governance and planning and in provision of services such as training and capacity development and eventual inputs for catchment area conservation and SLM.</li> <li>• The project includes an explicit strategy to improve women's decision-making capacity and empowerment as a key driver of improving agricultural productivity in the project areas. The project will train trainers to use the Gender Action Learning System (GALS) tools to roll-out the methodology to the communities.</li> <li>• The project support for reforestation and the planting of wood lots as well as the increased water availability from improved catchment conservation will have direct impacts on women's lives by reducing workload and saving time for firewood gathering and water collection. The introduction of efficient stoves will also have health benefits, primarily benefitting women and men.</li> <li>• Interested youth from the catchment areas will be trained to measure and continuously follow-up on ecosystem indicators</li> </ul>	<ul style="list-style-type: none"> <li>• Overall the project is committed to at least 30% of all beneficiaries being women.</li> </ul>
Ghana	World Bank	Sustainable	<ul style="list-style-type: none"> <li>• Inclusion of women in decision making processes at</li> </ul>	<ul style="list-style-type: none"> <li>• Overall the project is</li> </ul>

		Landscape Management Project in Northern Ghana	<p>community level</p> <ul style="list-style-type: none"> <li>• Disaggregated indicators</li> <li>• Village Savings and Loans Associations (VSLA) targeted toward women farmers</li> </ul>	committed to at least 40% of all beneficiaries being women.
Niger	IFAD	Smallholder agricultural development Programme	<ul style="list-style-type: none"> <li>• Women and youth will benefit from leadership trainings</li> <li>• Women will be organized in associations (MMD) to increase their financial independence</li> <li>• Youth and women will benefit from trainings and alphabetisation</li> </ul>	<ul style="list-style-type: none"> <li>• The Programme will support the target groups (with at least 30% women and 30% youth)</li> <li>• 1,350 groups of women (MMD) are created/re-vitalized</li> <li>• 90 women food security reserves are built/rehabilitated+</li> </ul>
Burkina Faso	IFAD	Fostering Participatory Natural Resource Management Project	<ul style="list-style-type: none"> <li>• The project will offer subsidies of up to 90 per cent to particularly vulnerable groups of women and young people sponsoring projects in processing and marketing non-timber forest products</li> <li>• 270 environmentally-friendly microprojects benefiting 5,000 women</li> <li>• Provide some 12,000 young households with secure and sustainable access to managed plots on lowlands or market gardens, to facilitate their settlement in the project area</li> <li>• The project will offer an alternative to mining for young people in the form of cash-for-assets activities.</li> </ul>	<ul style="list-style-type: none"> <li>• The targeting strategy will be aligned with that of Neer-Tamba (most vulnerable households, women and young people).</li> <li>• 900 women's and youth groups carry out microprojects to process or market on non-timber forest products at the sub-watershed level</li> </ul>
Nigeria	UNDP	Fostering Sustainability and Resilience for Food Security in Nigeria	<ul style="list-style-type: none"> <li>• Develop women's business acumen and agricultural skills through training and technical support and value chains, including organizing women specific business and technical skills workshops to provide the theoretical underpinning of establishing and managing the relevant enterprises;</li> <li>• Facilitate participating women to receive a microloan by way of inputs to set up group enterprises;</li> <li>• Linking women with groups of people involved in the production, processing and trading of one specific agricultural</li> </ul>	<ul style="list-style-type: none"> <li>• At least 1 million small holder farmers (45% women, 40% men and 15% youths) practice climate resilient sustainable agriculture and have increased access to food security and improved nutrition</li> <li>• At least 1 national multi-stakeholder, gender-sensitive and inclusive (men, women, youth, civil society</li> </ul>

			<p>product and formal financial institutions;</p> <ul style="list-style-type: none"> <li>• Enhance the diversification of income generation initiatives among the target participating women in order to improve living conditions.</li> <li>• Build sustainable agricultural innovation systems with a strong gender perspective to make knowledge and technology available to female farmers, in particular</li> <li>• Support the development of at least one gender-sensitive and inclusive policy</li> <li>• Climate-sensitive and gender-sensitive natural resources management and SLWM practices</li> <li>• The project will create vast employment opportunities for rural women and small scale entrepreneurs in the food value-chains of the various agro-ecosystems of the sudan-sahel agro-ecological zone.</li> </ul>	<p>etc.) and 10 state-based platforms advocating sustainable agriculture and SLM practices for improved food security</p>
Senegal	IFAD/UNIDO	Agricultural Value Chains Support Project	<ul style="list-style-type: none"> <li>• The baseline project's gender strategy and inclusion of vulnerable ongoing will continue during the execution of this project. The PO and Gender Specialist of the baseline project will cover such aspects for this project as well. Besides taking into account the gender dimension transversely through project activities, the project envisions specific support actions and coaching to increase economic empowerment and leadership of women in mixed POs and their umbrella organizations.</li> <li>• In general, the project will facilitate the integration of women and girls in the production but also in processing and marketing, and promote their representation in the governing bodies of Producer Organizations (PO) supported by the project and in consultation with regional and national frameworks. Young men from 18 years will also be subject to specific advocacy to help them develop activities in processing or in trade, despite the limits to the possibilities of access to land.</li> <li>• More specifically, Awareness raising and information</li> </ul>	<ul style="list-style-type: none"> <li>• The project directly affects 5,250 family farms, or about 52,500 people, of which about 40% are women and 30% youths.</li> </ul>

			<p>will be organized for women like what is done for the baseline project (PAFA-E) so that they include all the opportunities in particular with introduction of small ruminants and the development of rural poultry which offer women great opportunities for the improvement of food security and diversify their sources of income.</p> <ul style="list-style-type: none"> <li>• Training actions will be developed and strengthened around new courses introduced, including the modernization of small livestock and poultry and their market orientation.</li> <li>• The exclusion of women or the weakening of their control over lands after their development was identified as a risk. As such, the project will ensure that the rural communities, in agreement with the POs, will allocate some of the developed lands to the women's' groups</li> </ul>	
Swaziland	IFAD	Climate-Smart Agriculture for Climate-Resilient Livelihoods	<ul style="list-style-type: none"> <li>• Development of Gender and Youth Action Plan</li> <li>• Inclusion of women in professional/leadership roles</li> <li>• Use will be made of the Gender Action Learning System (GALS) to address unequal gender and social relations and to enhance ownership of project activities by the groups</li> <li>• Through Chiefdom Development Planning process, awareness-raising on social inclusion as well as gender equality and women's empowerment will be carried out.</li> <li>• The baseline surveys, MPAT and PRAs to be conducted as part of the project's start-up activities will include a gender analysis and will include the Women's Empowerment in Agriculture Index (WEAI).</li> <li>• The PDR outlines a range of operational measures as described below for ensuring gender equitable participation in and benefit from Programme activities.</li> </ul>	<ul style="list-style-type: none"> <li>• The Project will disaggregate its key indicators for gender, wealth and age.</li> <li>• 3,600 of youth, women and men each participating in CDP process</li> <li>• 25 Youth enterprises for water harvesting formed and trained</li> </ul>
Burundi	FAO	Support for sustainable food production and enhancement of	<ul style="list-style-type: none"> <li>• The project will promote the participation and empowerment of women to strengthen their roles in planning and decision-making, and to improve their productivity, incomes, and living conditions. At the national level, the project</li> </ul>	<ul style="list-style-type: none"> <li>• Overall, women will make up at least 30% of the beneficiaries of the project.</li> </ul>

		Food security and Climate Resilience in Burundi's Highlands	<p>will endeavor to include as many women as possible in the policy platform / knowledge sharing mechanisms – and include women in all groups participating in hub training etc</p> <ul style="list-style-type: none"> <li>• Involvement of young people will be a project priority at the local level, through specific efforts to encourage youths (men and women) to participate in the FFSS, also in IGAs</li> </ul>	<ul style="list-style-type: none"> <li>• The target is that 30% of beneficiaries of Output 2.2.1 will be youth</li> </ul>
Kenya	IFAD	Upper Tana Nairobi Water Fund	<ul style="list-style-type: none"> <li>• To be addressed by PCU through gender sensitive approaches</li> <li>• Disaggregated intervention approaches to community-based SLM</li> <li>• To account for an appropriate gender analysis and inclusion of climate change resilience and adaptation strategies, the MPAT tool kit will be expanded with the Women's Empowerment in Agriculture Index (WEAI)</li> <li>• Using specific tools such as reducing tasks in and time for firewood collection (improved stoves, biogas etc.), access to land and water, youth employment opportunities (e.g. in biophysical conservation measures, nurseries etc.), or improving women's and youth representation and decision making in local institutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Women constitute about 51% of both the direct beneficiaries and the population in the catchment area.</li> </ul>
Tanzania	IFAD	Reversing Land Degradation trends and increasing Food Security in degraded ecosystems of Semi-arid areas of central Tanzania	<ul style="list-style-type: none"> <li>• adoption of the Gender Action Learning System (GALS) aims to facilitate addressing unequal gender and social relations and enhancing ownership of project activities by the target groups.</li> <li>• trainings for women in group formation, leadership skills, confidence building and negotiating skills to enhance gender balance at institutional level</li> <li>• Gender will be mainstreamed within the overall M&amp;E system, including the logical framework.</li> </ul>	<ul style="list-style-type: none"> <li>• 40% women in leading positions within inter-village NRM committees;</li> <li>• 40% of women and 30% youth trained on participatory joint land-use mapping, planning and access and use regulation leading to SLM, forest conservation and sustainable agro-pastoralism among district and village staff;</li> <li>• 40% women and 30% youth trained on participatory joint land-use mapping, planning and access and use</li> </ul>

				<p>regulation leading to SLM, forest conservation and sustainable agro-pastoralism among community members;</p> <ul style="list-style-type: none"> <li>• 40% women and 40% youth trained through FFS;</li> <li>• 40% women and 40% youth among groups operating tree nurseries and practising community forest management;</li> <li>• 40% youth participating in producer groups and income-generating activities.</li> </ul>
--	--	--	--	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------



## Appendix 4: Detailed project description

### A. Lessons Learned

1. Previous GEF-supported Programs, such as the World Bank-led TerrAfrica Strategic Investment Programme (SIP) and the Sahel and West Africa Program in Support of the Great Green Wall Initiative have shown that the main advantage of having a regional Programmatic approach to SLM/INRM has been to provide a vehicle for SLM/INRM investments at scale at a critical time for climate change and population growth in Africa. GEF, the World Bank and FAO compiled key lessons learned from TerrAfrica to inform future interventions for scaling-up sustainable land management:

- SIP lessons demonstrate that landscapes may be the most appropriate geographic areas or territorial units for which SLM projects should be designed for on-the-ground implementation. However, local circumstances should determine the most appropriate scale, approach and required support mechanisms
- Rather than advocating one technology alone, or a small number of structural technologies, the SIP portfolio demonstrates that more success is achieved by using combinations of agronomic, structural and biological technologies; ideally blending technologies with both rapid and long-term paybacks, bringing “quick-wins” and also sustained benefit
- The lessons also show that blanket approaches and top down processes should be avoided; and local actors need to be empowered in decision making over their resources and territories through management plans and decentralized governance mechanisms
- The SIP shows that where projects have been successful in including pro-SLM measures in national level policies (and laws), the chance of post-project sustainability is much higher. The prospects for sustainability at local levels are also favoured when projects have ensured that pro-SLM by-laws and other local regulations have been enacted and are enforceable
- Projects and Programmes to scale-up SLM need to remain flexible, able to react to changes in context and priorities, from local to global level, and from the design stage and throughout implementation. For example, through promoting farmer innovation, availability of multi-purpose agro-environment funds, and mid-term reviews to validate and adapt the project work plan and budget
- The projects also showed the need for concerted efforts to address social considerations and inequities, including gender and tenure security, and to build ownership at community level, including targeting and empowering women and identifying opportunities for youth

2. Other useful lessons related to Programme coherence, coordination and knowledge management include:

- Challenges related to mainstreaming of SLM into government policy and budgetary frameworks can be related to overlapping mandates between concerned Ministries and limited duration of projects under the Program. Greater efforts are needed to align project generated plans with the national and local contexts and agendas, and to support intersectoral partnerships at local, national and regional levels.
- Scaling up of SLM/INRM practices need to create a win-win-win situation whereby productivity and livelihoods are improved, while ecosystem services, such as cycling of water, biomass and nutrients, are enhanced. Scaling up of SLM/INRM should also be linked to post-harvest storage, processing, and access to markets and credit. Vulnerable groups should be targeted, especially women, youth, and mobile pastoralists.
- Demand-driven participatory approaches have completely changed perspectives on advisory services, which have been transformed into services available to farmers according to their specific needs and requests. Scaling up of SLM/INRM should be based on bottom-up approaches

such as Farmer Field School, which clearly showed its advantages with respect to top-down approaches.

- Public Private Collaboration and Partnerships especially through inclusive agribusiness business model involving smallholders have shown promise and their scaling up needs to be supported. In particular linking and providing funding to both efforts to enhance production and productivity while promoting resilience and sustainability as part of public and private partnership collaboration should be prioritized.
- Many projects under the SIP had M&E systems that were too complicated to be effective. Measuring and reporting on multiple Global Environmental Benefits (GEBs) was also a challenge, and especially determining carbon benefits of SLM was difficult. Future M&E systems should therefore be designed to be simple and only include key indicators that ensure that the main GEBs are captured. Project baselines should also be determined from the start of implementation, and M&E should be participatory and involve beneficiary communities.
- Communication and dissemination of results and knowledge products should receive more attention, and material should also be produced in local languages.

3. The Food Security IAP Program is building on these earlier GEF experiences by, among others: adopting a landscape approach; mainstreaming gender considerations in the projects and; by remaining flexible in consideration of the different countries context and priorities. This Hub Project has been designed specifically to address challenges of: policy mainstreaming by supporting dialogue and advocacy for mainstreaming of ecosystem services, climate resilience and gender sensitive approaches to food security at national and regional levels; of monitoring and evaluation by enabling multi-scale monitoring and assessment of ecosystem services and socio-economic benefits in all target geographies; and knowledge management by creating a communication platform for the dissemination of results and to promote peer learning.

## **B. Theory of Change**

4. The Food Security IAP Program has created momentum for integration of natural capital and ecosystem services as priorities in the transformation of smallholder agriculture in SSA. Participating countries have committed to promoting the integrated approach for achieving sustainability and resilience, in line with their national development strategies, and their NAPs (UNCCD), NBSAPs (CBD), and National Communications and NAPAs (UNFCCC). For example, Burkina Faso, Ethiopia, Ghana, Malawi, Niger and Tanzania have committed to integrating environmental priorities into national food security and nutrition policies; Burundi into poverty reduction strategies; Ethiopia, Nigeria, and Uganda into green growth and value chain policies; and Kenya, Senegal and Swaziland into local sustainable development and governance policies.

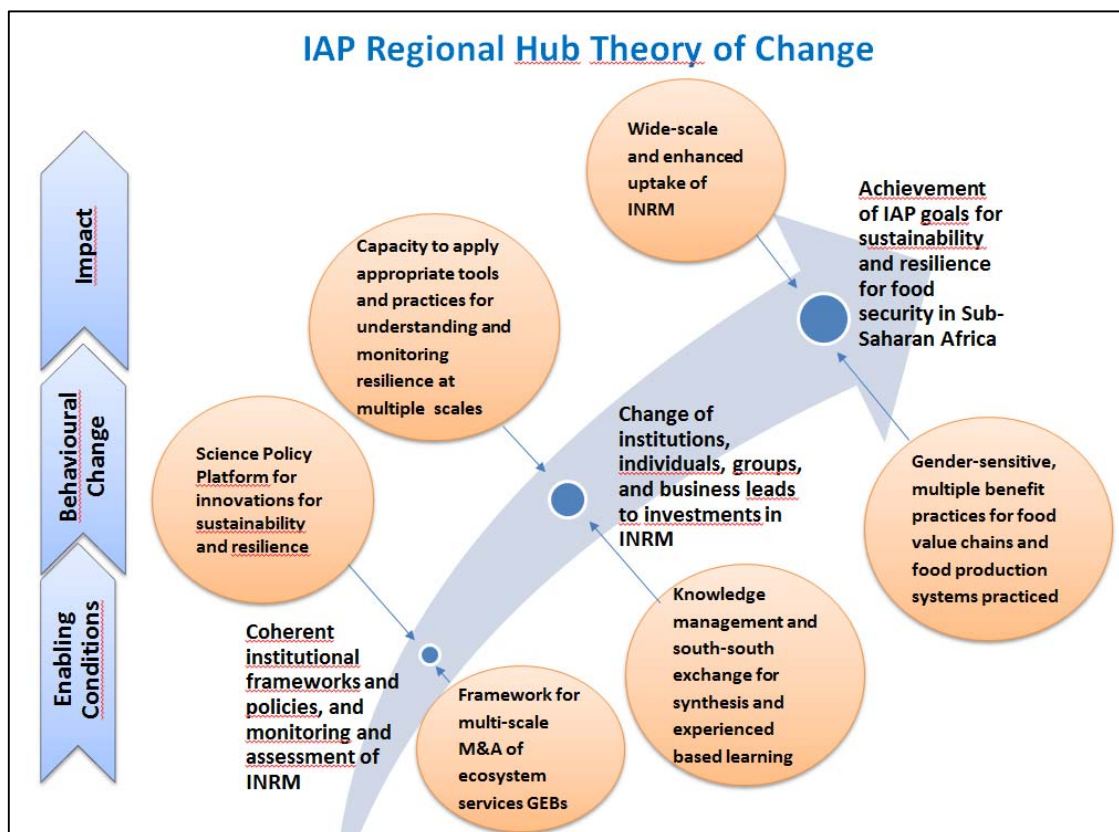
5. Support is also being provided through the IAP to scaling up of innovative agricultural practices, including development of small-scale irrigation to increase the productivity of the farming system during the dry and wet seasons in e.g. Ethiopia, Nigeria, and Swaziland while maintaining ecosystem health; reducing vulnerability to soil erosion in sub-watersheds through improved land-use planning, erosion and watershed management to protect biodiversity as well as carbon stocks in e.g. Burkina Faso, Burundi, Ghana, Malawi, and Kenya, and there are also links with establishment of Payment for Ecosystem Services (PES) schemes under a Public Private Partnership (PPP), which is a good example of a scheme demonstrating commitment by governments and private sector to work together; development and promotion of sustainable land management and agricultural practices, including improved grazing management linked to market development and value chains in e.g. Ghana, Niger, Senegal, Swaziland, Tanzania, and Uganda. However, baseline scenarios have not sufficiently considered green growth options and investment at watershed level to safeguard important ecosystem services that underpin the sustainability and resilience of production systems. Smallholder farmers' access to finance also need to be improved and critical supply chain bottlenecks removed in value chains by focusing on improved storage and pre-storage processing.

6. The need to strengthen monitoring and assessment capabilities is identified by the majority of pilot countries as a priority to improve evidence-based policy and decision making and to promote replication related to integrated natural resources management, sustainable agriculture and food security. Information and data need to be better integrated across sectors and new and innovative tools are required to build capacity to assess global environmental benefits, sustainability and resilience of agro-ecosystems and food systems.

7. To reinforce country capacities and to achieve impact at scale, the regional Hub project will provide regional cross-cutting capacity building and knowledge services, which includes establishment of platforms for co-learning and knowledge exchange. A survey was conducted as part of the project preparation process to take stock of country needs for these regional services and platforms. Country priorities are summarized in the table below and included establishment of policy and science platforms to inform decision making and planning processes at multiple scales, capacity building for scaling up of INRM, harmonized monitoring and assessment as well as coordination and communication and knowledge management. This assessment has informed the development of the project's theory of change, which is linked to the Program's overall objective to remove the barriers to sustainable intensification of agriculture in Sub-Saharan Africa and to promote scaling up of INRM through a tiered approach involving:

- (i) Strengthening of the enabling environment through coherent institutional frameworks and policies, and monitoring and assessment of INRM;
- (ii) Behavioural change of institutions, individuals, groups, and business, through capacity development, knowledge management, effective communication, and south-south exchange of experiences, leading to increase in investments in INRM; and
- (iii) Achievement of impact and attainment of IAP goals for sustainability and resilience for food security in SSA through adoption and scaling up of gender-sensitive, multiple benefit practices for food value chains and food production systems.

The project' theory of change (**Figure 1**)



**Table 11:** Synthesis of activities proposed by countries to be included within each IAP "Knowledge Platform"

Institutional Frameworks	Upscaling Integrated Approaches	Monitoring & Assessment	Coordination, communication and knowledge management
<p><i>Strengthening of policy frameworks and processes:</i></p> <ul style="list-style-type: none"> <li>Identify policy constraints that act as barriers to uptake of SLM through policy and technical review</li> <li>Illustrate where joint policy development, decision making and implementation may have taken place at national level, such as under broader national development strategies and articulate examples; identify where there are commonalities and issues of mutual interest between policy frameworks</li> <li>Inform key decision makers about policy gaps and best practices for scaling up and mainstreaming</li> <li>Support harmonization of policy processes and the implementation of policy in praxis to ensure that all sectors work under the same vision applying a landscape/catchment area management approach</li> <li>Provide guidance on how to influence budget allocation processes with better data from district level</li> <li>Support bottom-up approaches to policy making and knowledge production on food security challenges by including local perspectives</li> <li>Support information exchange between authorities and awareness raising</li> <li>Put outside pressure on government sectors to sit at the same table to discuss common approaches to ensuring long-term sustainability</li> </ul>	<p><i>Training on integrated approaches:</i></p> <ul style="list-style-type: none"> <li>Provide training Programs and knowledge sharing on: <ul style="list-style-type: none"> <li>Landscape approaches</li> <li>Value chain approaches</li> <li>Strengthening and harmonization of extension networks – use of Farmer Field Schools (FFS) as rural innovation platforms</li> <li>Catchment management approaches</li> </ul> </li> <li>Provide Regional training for FFS practitioners</li> </ul> <p><i>Scaling:</i></p> <ul style="list-style-type: none"> <li>Provide guidance on scaling of innovations to other sites</li> <li>Provide a process analysis of scaling up – how, through which channels and where?</li> <li>Provide technical support to identifying potential buyers of environmental services to inform a strategy for scale-up of PES systems</li> <li>Support cross-visits between countries to see how extension works and to exchange ideas</li> </ul> <p><i>Other tools and guidelines:</i></p> <ul style="list-style-type: none"> <li>Conduct life cycle analysis of manufacture of efficient fuelwood cookstoves to avoid land clearing</li> <li>Provide harmonized tools for M&amp;E and impact assessment methodologies for FFS and</li> </ul>	<p><i>Monitoring and data collection:</i></p> <ul style="list-style-type: none"> <li>Support development of indicators for assessment of ecosystem/environmental services</li> <li>Support monitoring of carbon benefits from projects with scattered activities implemented by smallholders</li> <li>Develop simple and rigorous M&amp;E system for systematic monitoring at country level for further development as required in each country – support development/ establishment of national database and monitoring system</li> <li>Use the LADA-WOCAT tools for participatory expert assessment of land degradation and SLM</li> <li>Adjust country level food security monitoring systems to include monitoring of ecosystem services</li> </ul> <p><i>Training on tools:</i></p> <ul style="list-style-type: none"> <li>Provide tools and training in resilience assessment</li> <li>Provide training in the establishment of sampling sites and data processing and analysis using the LDSF</li> </ul> <p><i>Links to other knowledge platforms and processes, and dissemination of information:</i></p> <ul style="list-style-type: none"> <li>Establish links to databases already available under WOCAT and TerrAfrica</li> <li>Provide guidance on how to incorporate data into planning processes e.g. in the production of</li> </ul>	<ul style="list-style-type: none"> <li>Provide technical support to development of billboards and posters, video documentaries, good quality TV or radio Programs, low-literacy leaflets or fact sheets, websites and posting media, and briefing package</li> <li>Identify success cases from the project countries and share and link with existing knowledge platforms, such as WOCAT, TECA, FFS Knowledge Platform, etc.</li> <li>Provide support to communication between country projects for specific identified needs – identify a focal point for communication in each country</li> <li>Develop reader- friendly and eye-catching material on evidence-based planning for sustainability and resilience of food security</li> <li>Making all information available on an online platform</li> <li>Support training of trainers (TOT) in community-based communication strategies to facilitate engagement with the primary stakeholders and users of natural resources</li> <li>Ensure that a variety of perspectives are made</li> </ul>

<p><i>Strengthening of policy-science linkages:</i></p> <ul style="list-style-type: none"> <li>• Encourage the academic community to become more pro-active on sustainability and resilience for food security through e.g. provision of post-graduate scholarships</li> <li>• Support establishment of consultation mechanism between policy makers and the scientific community</li> <li>• Identify where science can/should inform the best course of development to achieve food security, and where the science of early warning and prediction is critical and identify no-regrets solutions linked to risk and disaster mitigation plans</li> </ul>	<p>participatory extension approaches</p> <ul style="list-style-type: none"> <li>• Synthesize evidence of what works, how and where in terms of landscape, value chain and extension approaches.</li> <li>• Develop a practical guide in the form methodological tools, approaches and case studies of best practices</li> </ul>	<p>District Development Plans (link with Component 1)</p> <ul style="list-style-type: none"> <li>• Provide easy-to-read glossy flyers on the methods foreseen to be used by the IAP-FS, e.g. LDSF, Ex-Act, MPAT and DATAR</li> <li>• Illustrate the systemization of the national reporting to the conventions (link to Component 1)</li> </ul>	<p>available on food security, ecosystems and resilience to avoid reinforcing orthodoxies</p>
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------

## C. Outcomes/Components

The overall goal of the Project is to contribute to the IAP-Food Security on sustainability and resilience for food security in Sub-Saharan Africa (SSA) by supporting countries in target geographies in SSA to integrate priorities to safeguard and maintain ecosystem services into investments improving smallholder agriculture and food value chains. The specific project objective is to establish and support governance structures and process for coordination, knowledge management, scaling up, and monitoring and assessment of the IAP on Food Security Program. The activities aimed at supporting the country projects will be delivered by the 5 executing partners. However, additional support needed or additional participants to the trainings/workshops not anticipated in the budget would need to be covered by the country projects.

8. The project has four interlinked components that will provide knowledge services to the countries and target geographies participating in the IAP-Food Security on (i) integrated institutional framework and mechanisms; (ii) scaling up of integrated approaches to natural resources management; (iii) monitoring and assessment; and (iv) coordination reporting and general knowledge management and communication functions across IAP projects.

9. **Component 1: Institutional frameworks.** Under its objective LD-4: *Maximize transformational impact through mainstreaming of SLM for agro-ecosystem services*, Program 5: *Mainstreaming SLM in Development*, GEF will support the strengthening of multi-stakeholder platforms to foster broad participation and investments in SLM from governments, development partners and the private sector, which includes support to development of decision-support tools and participatory processes. In addition, GEF support from BD-4: *Mainstream biodiversity conservation and sustainable use into production landscapes and seascapes and production sectors*, Program 9: *Managing the Human-Biodiversity Interface* will ensure that biodiversity is mainstreamed in agriculture and natural resources management policies. GEF funding from LD-4 and BD-4 will also be used to ensure that supportive policies and incentives are in place for integrated management in smallholder agriculture, and that Community-Based Organizations (CBOs) as well as the private sector support farmers to scale up best-bet practices, and to access markets for ecosystem services and food value-chains across target geographies.

10. Component 1 will capitalize on the synergies and impact pathways of the Strategic Objectives of FAO related to food insecurity and agricultural and food systems, and those of the IAP for Food Security while utilizing and building upon existing initiatives and Programmes that support natural resource management for resilient food systems, sustainable food production, and food security and nutrition. More specifically, Component 1 of the IAP will focus on bridging gaps between, and aligning and connecting policy dialogue and action on food security and nutrition and natural resource management.

11. FAO will build upon its existing initiatives and Programmes outlined below, as well as with other eligible platforms that were identified during the PPG design process such as the TerrAfrica Strategic Investment Programme (SIP), The Great Green Wall for the Sahara and the Sahel Initiative (GGWSSI), Decision Support for Mainstreaming and Scaling up of Sustainable Land Management Project (DS – SLM) project, the Sustainable Land Management and Climate Change Mitigation Co-benefits (GEF/UNEP/WB) project, the Participatory assessment of land degradation and sustainable land management in grassland and pastoral systems GEF/FAO by creating the necessary synergies in order to establish the Science and Policy Interface in the first year. It is expected that there will be significant input from the country projects based on their needs.

12. In addition to links with other platforms, Component 1 will build on the FAO project "Action Against Desertification, AAD". In Africa, the AAD project builds on the Great Green Wall for the Sahara and Sahel initiative (GGWSSI) with implementation in six African countries; Burkina Faso, Niger, Nigeria, the Gambia, Senegal and Ethiopia and through South-South Cooperation

between ACP Countries. With EU funding of US\$41 million this will be a substantive baseline for establishing a regional policy platform for the IAP-Food Security.

13. The FAO Regional Initiative 'Africa's Commitment to End Hunger by 2025' responds to the UN Secretary General's Zero Hunger Challenge. It supports and capacitates governments in focus countries to engage in multi-sectoral planning, coordinated implementation, monitoring and evaluation with financial commitments to food security and nutrition policies and Programmes under the Comprehensive Africa Agriculture Development Programme (CAADP) initiative. The main expected result is to accelerate and add value to ongoing regional and country efforts through capacity strengthening and inter-sectoral coordination for accountability on investments, with coherent and harmonized Programme delivery at all levels. This Programme will provide a significant baseline for which the IAP on Food Security can build.

14. Food and Nutrition Security Impact, Resilience, Sustainability and Transformation (FIRST) is a partnership Programme among FAO and the EU to work together on strengthening the enabling environment for food and nutrition security and sustainable agriculture (FNSSA), providing policy assistance and capacity development support to relevant national government institutions and (sub)-regional organizations involved in supporting FNSSA policy and governance work in selected countries. Late 2014, FAO and the European Commission-DEVCO launched a call for expression of interest for FIRST policy support among 60 countries that identified Food and Nutrition Security and Sustainable Agriculture as a priority sector for the 11th EDF Programming cycle. FIRST is now active in 24 countries where FAO Representatives are actively engaged in dialogue with EU Delegations and governments to identify strengths and weaknesses in the enabling environment for FNSSA and to define the scope of the required policy and technical support. Upon selection, FAO Representatives in the priority countries engage in further policy dialogue with the EU Delegation and government counterpart to reach consensus on the scope and modality of policy assistance and the required profile of the policy officer. Subsequently, a written endorsement of the government is submitted, after which the recruitment process for the long-term assistance is initiated. In several cases, short-term policy assistance has also been put in place to address immediate needs/windows of opportunity.

15. In addition, FAO leads or is a major contributor to several other initiatives and Programmes on sustainable food production, food security and sustainable landscape management including:

- The Committee on World Food Security (CFS) and inputs to the Voluntary Guidelines on the Responsible Governance of Tenure (VGGT), the Principles for Responsible Agricultural Investments (RAI) and the Open-Ended Working Group (OEWG) on nutrition;
- FAO Regional Initiative 'Sustainable Production Intensification and Value Chain development in Africa';
- Collaboration with the Common Market for Eastern and Southern Africa (COMESA) to enhance climate action in agriculture in the follow up of the Paris agreement and in pursuit of countries' food security goals;
- FAO Africa Regional Conference.
- WOCAT (World Overview of Conservation Approaches and Technologies);

16. FAO will build upon these initiatives and Programmes as well as eligible platforms that were identified during the PPG design process by creating the necessary synergies. It is expected that additional co-financing will be leveraged by building effective partnerships with on-going platforms and initiatives in order to establish the Science and Policy Interface in the first year. It is expected that additional co-financing will be leveraged by building effective partnerships with on-going platforms and initiatives.

17. The UNEP initiative on Ecosystem Based Adaptation for Food Security Assembly (EBAFOSA) that aims to optimizing the food value chain while ensuring ecosystems are protected and enhanced will be one of the major vehicles for the country projects to communicate their

science-based results, for dissemination purposes as well as for use in debates and discussion on informing policy. This will thus form one building block of the policy platform for the IAP-FS.

18. In addition, the UNDP-UNEP Poverty and Environment Initiative (PEI) provides a model and operational lessons for integrating pro-poor environmental sustainability linkages into national and sub-national development plans, budgets and monitoring systems. It promotes cross-sectoral coordination between ministries of planning and finance, ministries of environment and key sectoral ministries, such as agriculture. UNEP is also leading in integrated environmental assessment through flagship reporting on the state of the environment (e.g. Global Environment Outlook, Africa Environment Outlook) underpinned by data and indicator reporting, gender analysis (Global Gender and Environment Outlook) and supported by UNEP Live. In addition, UNEP is promoting a landscape approach to increase the sustainability of production and food security through ecosystem-based management, as well as valuation and accounting of natural capital for the green economy. Together with Bioversity, UNEP is also involved in a range of activities on sustainable management of agro-biodiversity through e.g. strengthening of seed systems, improving the availability and use of diverse seed and other planting material, and landscape restoration for food security and nutrition.

19. Through ICRAF, this component will also receive baseline support from the CGIAR Research Programme 6 on Forests, Trees and Agroforestry: Livelihoods, Landscapes and Governance, from the Building Resilience and Adaptation to Climate Change Extremes and Disasters (BRACED) Programme, as well as from a number of smaller Programmes and projects that support policy dialogues on scaling of INRM. Specific activities and links to the country projects are described below in the outcomes/components section.

20. As the needs of the 12 country projects will evolve over the life of the IAP-FS, Component 1 will need some flexibility in its approach to delivering its outcomes. During the initial stages, the activities will focus on gathering and documenting information, engaging with country projects to identify their needs, and engaging with the actors from the relevant institutions and platforms in SSA to put an operational framework in place.

21. The work will be driven by the Science-Policy specialist who will be supported by other technical specialists employed under Component 1 and in close collaboration with the other staff in the PCU, i.e. the other components, to develop a science-policy platform. During the first year or two of the programme specific topics and focus areas will emerge, and it is expected that countries will also request support in specific areas. A review process, through a review panel to be set up in the beginning of the project and which will meet at the annual meetings, will guide the process of deciding where to focus specific support. In order to satisfy such demand it would be necessary for country projects will allocate sufficient funding (IAP incentive) to ensure that a comprehensive and tailored support in the area of need will be possible at country level throughout the lifetime of the project.

22. In terms of **entry points** by which (relevant) regional and sub-regional processes will be engaged on behalf of the program in the context of C1, this will be achieved by:

- (i) Leveraging existing connections for which FAO, UNEP and/or other IAP partners have institutional "seats at the table" (for example AMCEN, AGRF, AMCA etc)
- (ii) Inventorying partnerships which are not driven by the IAP partners but in which they have had some engagement, then targeting the key ones by formalizing the relationship with the IAP partnership in a well defined manner (from light through to regular, budgeted).
- (iii) Steering Committee meetings may be scheduled to correspond with key meetings, in order to allow IAP partners to assess the value of working with a given community and possibly an opportunity to generate visibility. The IAP KM/Communications plan in the IFAD PDR highlights examples of the types of events which may be targeted.

**Activities** through which these potential partner networks / foras will be influenced include:



- (i) An analysis of current policies as well as a description of elements of effective policy making which would foster integration at various scales and in various contexts
- (ii) Specialized workshops promoting the why and how of multi-sectoral approaches for food security
- (iii) Preparation and presentation of compelling case studies, combined with an analysis of success factors

**Outcome 1.1<sup>21</sup>: Science and Policy Interface (SPI) in place to support dialogue and advocacy for mainstreaming of ecosystem services, climate resilience and gender sensitive approaches to food security at national and regional levels**

23. As part of the project preparation process, candidate science, knowledge and policy platforms in SSA were identified based on the following selection criteria:

- (i) Congruence with overall IAP objectives;
- (ii) Potential contribution to IAP objectives;
- (iii) Appropriate governance and recognition by countries;
- (iv) Provision of relevant operational framework;
- (v) Financial support; and
- (vi) Geographic scope/coverage.

24. The figure below illustrates the possible relationship between the Science Policy Interface (SPI) and other relevant African platforms:

**Figure 5:** Possible relationship between the Science Policy Interface (SPI) and other relevant African platforms



25. The seven platforms identified as meeting most of the selection criteria are listed on the right-hand side of the figure and include<sup>22</sup>:

1. AMCEN – African Ministerial Conference on the Environment
2. EBAFOSA Ecosystem Based Adaptation for Food Security Assembly/ Ecosystem Based Adaptation for Food Security Platform (ESBAFS)
3. FARA - Forum for Agricultural Research in Africa

<sup>21</sup> There are a maximum number of 15 indicators allowed in an IFAD logframe; however a larger number are referenced here in the narrative description of the components, which will be a source from which the PCU will develop a more detailed operational logframe and project M&E system, to be finalized during the first 6 months of the project

<sup>22</sup> (From FAO/UNEP PPG report on IAP Platform Selection: A review of existing science, knowledge and policy platforms in SSA of relevance to the proposed IAP regional science and policy platform, 2016)

- |                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4. GACSA - Global Alliance for Climate Change                                                                                                                                                   |
| 5. Great Green Wall/ GGW-AAD “Action Against Desertification”; Building Resilience through Innovation, Communication and Knowledge Services (BRICKS); The Sahel and West Africa Program (SAWAP) |
| 6. NEPAD - New Partnership for Africa's Development                                                                                                                                             |
| 7. TerrAfrica                                                                                                                                                                                   |
| 8. FANRPAN- Food, Agriculture and Natural Resources Policy Analysis Network                                                                                                                     |

26. The final design of the IAP's interface with these platforms will be finalised at the start-up of implementation of the regional Hub project, and could also include e.g. FANRPAN. But it is clear that it will need to draw on all these initiatives to varying degrees in order to promote integration of environment and agriculture agendas on the one hand and policy and science on the other. The outcome will be delivered through the following outputs and activities:

**Specific activities will include:**

1. Fine-tune the Conceptual Framework for the proposed IAP Regional Science and Policy Interface (SPI) (jointly carried out with Activities under Output 1.2.1)
2. Workshops for national partners from 12 countries to present and discuss the Conceptual Framework (1.1.1.1) and PPG review of existing platforms and exchange mechanisms in SSA of relevance to the proposed IAP in order to establish and operationalise the Regional SPI (jointly carried out with Activity 1.2.1.3)
3. Consult with the identified platforms and exchange mechanism (secretariat/representatives) on possible alignment with the IAP and (based on the results) design and operationalize the IAP SP interface (with a focus on discussing and sharing best policy practices) (jointly carried out with Activities under Output 1.2.)

*Indicators: (i) No. of platforms/initiatives IAP-FS engages with. (ii) No. of countries contributing to and/or utilizing the SPI*

27. Best practices of (i) regional, national and sub-national policies and strategies for INRM/SLM and food security, (ii) effective inter-sectoral coordination mechanisms for mainstreaming, and (iii) sustainable and innovative finance mechanisms and market opportunities for scaling up, identified and documented using a gender lens and articulating how policies, mechanisms, etc. impact lives and livelihoods of women in communities (in close collaboration with Outcome 1.2).

**28. Specific activities will include:**

1. Identify projects' needs with regards to policy support in a participatory process, (workshop, covered by 1.1.1.3 and linked to 1.2.2.3)
2. Undertake a stocktaking of existing best practice and guidelines on INRM/SLM policy development<sup>23</sup>, viable inter-sectoral coordination practices and innovative finance mechanisms according to demand (1.1.2.1)
3. Develop exchange mechanism with the IAP countries policy forums established under the projects' Component 1 to capture developments and best practices at country level during the lifetime of the project.
4. Develop guidelines on how to integrate the identified best practices on SLM/INRM into existing regulatory frameworks of the country projects

<sup>23</sup> E.g. FAO, 2012. Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security. FAO, Rome.

5. On demand training tailored to specific topics; funded by country projects (linked to Activity 1.2.3.2)

*Indicators: (i) No. of best practices (policy, strategy, financing mechanism) on policy for integrated landscape management. (ii) No. of policy gaps identified and No. of ways to address them identified.*

**Output 1.1.1 Key decision makers informed on policy gaps** and best practices and options for integrating/mainstreaming results of 1.1.2 and 1.2.2 into on-going initiatives, policies and strategies whilst highlighting the need for gender-mainstreaming and showcasing gender-specific examples.

**Specific activities will include:**

29. Create overarching integrated communication plan in consultation with IAP country projects to promote and cascade examples of best policy practice on INRM and FS through (i) one workshop per year, (ii) selected SPPs (resource mobilization, see 1.1.1.3), (iii) project demands, (iv) information and communication options outlined in Appendix 6 (jointly carried out with Activity 1.2.2.5 and Component 4 – communication and dissemination of Program results)

*Indicators: No. of decision makers informed on policy gaps and best practices and possibilities of integrating/mainstreaming results of 1.1.2 and 1.2.2 into on-going initiatives, policies, strategies*

**Outcome 1.2 An established scientific knowledge support interface that provides options to promote and underpin innovations** for sustainability and resilience of agroecosystems in a food security context

30. This outcome is strongly linked to outcome 1.1 and the policy and scientific platforms will be interlinked, as discussed above.

**Specific activities related to the outcome include:**

1. Identify global, regional and partner country's civil society, academic and government scientific institutes and platforms that influence the knowledge base on sustainable and resilient agricultural ecosystems in Africa and develop a database of competent African institutions, scientists and other experts (*jointly carried out with Activity 1.1.1.1*);
2. Review the identified scientific platforms in a workshop with national partners from 12 countries and best practices and agree on which platform and exchange mechanisms can be used for the IAP as Regional Science and Policy Interface (SPI) (*jointly carried out with Activity 1.1.1.3*);
3. Establish a regional network of 12 national (one per each country with designated focal points in each participating country) scientific platforms that advise and promote evidence based solutions across member countries is linked to on-going initiatives.

*Indicators: (i) No. of platforms/initiatives IAP-FS engages with. (ii) No. of countries contributing to and/or utilizing the SPI*

**Output 1.2.1 Latest scientific and technical knowledge, tools and methods synthesized and made available to decision makers** (through eligible platforms identified in 1.1.1 and 1.2.1 and national level activities under 3.3). Free prior informed consent (FPIC) protocols with local communities will be used to ensure that local communities are aware of and in agreement with the information and plant materials collected and their use. This includes names of farmers and communities as authors on appropriate publications when they are part of the research team. In the process of soliciting for prior informed consent, explanation of how the information will be used and why it is required, will be made to the individuals or organizations concerned. To support this, project activities will need to include awareness raising for local communities on national and international legal and economic policies. This will include mechanisms such that the benefits accrued by private companies are shared back with communities in cases where their materials and knowledge are obtained and used.

**Specific activities will include:**

1. Identify best practices according to science to support integrated landscape management and food security
2. Create a toolbox of existing methods that support SLM practices and the maintenance and use of agrobiodiversity and ecosystem services Toolbox made available to country Programs through an open access online database (linked to 3.3)
3. Identify projects' needs with regards to scientific knowledge and tools support in a participatory process (*workshop activity linked to 1.1.2.1*)
4. Provide international expertise to develop national level training and capacity development Programmes to ensure each country has access to SLM tools and methods and agrobiodiversity-based options and knowledge on ecosystem services (*to be delivered through activities under Output 3.3*);
5. Hold regional science-policy forum for scientists and decision makers to align decision maker needs with scientific knowledge and tools and ensure integration between scientific knowledge support and policy interface activities

*Indicators: Studies are available highlighting i) the contribution of ecosystem services in agricultural production and vice e versa and ii) how these linkages could be better reflected in policy planning*

31. Other activities related to the outcome imply a set of scientifically sound policy-support tools developed to support coherent policies related to environmental and agricultural planning demonstrated

1. Prepare a baseline and biennial integrated review of the state and trends in the environment in relation to food security including emerging issues in the region to strengthen the science-policy interface (1.1.2.2)
2. Develop training package and materials to support the networks of national partners and increase their capacity to define the problem and develop public policy solutions based on scientifically sound information and analysis of trade-offs aimed at preventing land degradation, loss of agrobiodiversity and ecosystem services in productive landscapes and implemented on demand with financial support by partner countries (linked to Activity 1.1.2.5);
3. Adapt existing future land-use scenarios for Africa to help stakeholders explore alternative policy trajectories regarding agricultural development (capacity building workshops for national partners, one in French and one in English). Country/region specific scenarios can be developed on demand with financial support from partner countries
4. Analyse impacts of various land use scenarios on ecosystem services in productive landscapes to help decision-makers understand potential trade-offs resulting from decision-making around agricultural expansion and explore alternative policy trajectories to arrive at social and environmentally acceptable trade-offs and protection of ecosystem services (Analysis and capacity building workshops for national partners, one in French and one in English). Country/region specific analyses can be developed on demand with financial support from partner countries
5. Review tools for the assessment of the values of ecosystem services and contributions of natural capital to sustaining food security and enhancing sustainable development and apply in analyses under 1.2.3.4.

*Indicators: (i) a network of national partners with the capacity to define the problem and develop scientifically sound public policy rational for solutions aimed at preventing land degradation, loss of agrobiodiversity and ecosystem services in productive landscapes established; (ii) a set of tools to identify stakeholders decision criteria and trade-offs and to gather & assess evidence to determine when a policy intervention predicted to lead to a socially preferred outcome across agriculture and environmental sectors*

32. **Component 2: Scaling up of integrated approaches.** GEF will support scaling up of integrated approaches that generate multiple environmental benefits from agro-ecosystems and rangelands through improved land and soil health and improved vegetation cover. It will also help private sector and in particular lead firms and off-takers engagement. This will be done through building the capacity of national actors in sustainable and resilient value-chain development and strengthening resilient seed supply systems eg public & private seed companies. Incremental GEF funding will support conservation agriculture, agroforestry, improved rangeland management, and integrated approaches to soil fertility and water management. It will also be used to enhance agro-ecosystem resilience and management of risks through, for example, diversification of crops and livestock and integration of tree-based practices.

33. Under LD-1, GEF support will be used to scale up policies, practices and incentives for improving production landscapes in the target geographies that generate environmental benefits. It will encourage wider application of innovative tools and practices for natural resources management at scale, including innovations for improving soil health, water resources management, and vegetation cover. It will help access innovative markets and financing mechanisms, and also support integrated watershed management, especially in mountain regions, to improve hydrological functions and services for agro-ecosystem productivity.

34. GEF funding will be used to maintain and strengthen different production systems that allow continued evolution and adaptation and embed agricultural biodiversity, including from crop wild relatives, in sustainable intensification and adaptation to climate change. Under BD-4 and its Program 9: *Managing the Human-Biodiversity Interface*, tools for land-use planning, improvement and change of production practices, and piloting of financial mechanisms (certification, PES, etc.) will be supported with the focus on investments at scale.

35. Linked to its objective CCM-2: Demonstrate systemic impacts of mitigation options, Program 4: *Promote conservation and enhancement of carbon stocks in forest, and other land use, and support climate smart agriculture*, GEF will support scaling up of INRM practices that reduce land-use emissions and emissions from agricultural practices, and promote carbon sequestration, to protect and enhance carbon pools in the predominant agro-ecosystems in the target geographies. Climate smart agricultural practices that will receive support for up-scaling include: conservation agriculture, a farming system that maintains a permanent soil cover to assure its protection, avoids soil tillage, and cultivates a diverse range of plant species to improve soil conditions, reduce land degradation and increase water and nutrient use efficiency; agroforestry; and improved livestock and grazing management

36. UNDP Private Sector AFIM Unit is the private sector team of the UNDP Regional Service Center for Africa, Inclusive Growth and Sustainable Development cluster, supporting all countries in Sub-Saharan Africa in the area of private sector development and engagement. In the area of agri-food development, UNDP- Regional Service Center for Africa, Inclusive Growth and Sustainable Cluster, Private Sector AFIM unit is providing its support through the following instruments. At the request of the African Union, UNDP- Regional Service Center for Africa, Inclusive Growth and Sustainable Cluster, Private Sector AFIM unit established and convened regional Multi-stakeholder Platforms in Eastern, Western and Southern Africa in partnership with the East African Community (EAC), ECOWAS and COMESA.

37. The platforms support the efforts of the African Union and NEPAD/CAADP to facilitate the development of cross-border/regional food value chains in Sub-Saharan Africa. They do so through trainings on value chain development and the provision of Micro-capital Grants to strengthen productive capacity of farmers and SMEs through project promoters in regional food value chains. So far sorghum, dairy, onions, mangos, soybeans, and groundnuts regional value chains were supported from 2012 in East, West and Southern Africa. Activities catalysed include facilitating access to cheaper or better inputs, decreasing post-harvest losses, strengthening the delivery of business and financial services, increasing access to higher-value markets, to mention a few.

38. The grants have benefited over 11,000 smallholder farmers across many countries and businesses including women and youth. UNDP- Regional Service Center for Africa, Inclusive Growth and Sustainable Cluster, Private Sector AFIM unit is also supporting 6 countries (Angola, Benin, Côte d'Ivoire, DRC, Kenya, and Nigeria) in developing national Agribusiness Supplier Development Programmes (ASDPs) supporting smallholders to link with off-takers in mutually beneficial ways in key priority agri-food sectors for these countries. For instance, in Nigeria, the ASDP focuses on removing critical supply chain bottlenecks in the maize, cassava and rice value chains through planning, investment, production, transportation, marketing, distribution, post-harvest and pre-storage processing.

39. This entails mobilization of both infrastructure through the lease, repair and operation of storage warehouses and capacity building at farmer, warehouse owner, agro-dealer and agro-processor level. It also facilitates stronger public-private integration and linkages between value chain actors at the macro level through National Round Tables, and at a micro-level through facilitation of off-take agreements that facilitate demand. UNDP Regional Service Center for Africa, Inclusive Growth and Sustainable Cluster, Private Sector AFIM Unit will support value-chain work together with AU and three Regional Economic Communities.

40. Component 2 also capitalizes on the work of AGRA in Burkina Faso, Ethiopia, Malawi, Tanzania, Ghana, and Kenya on (i) improved seed production, expansion and dissemination of staple crop varieties, (ii) improving household food security through production and dissemination of improved certified seed of staple crops, (iii) scaling out of private sector-led extension approaches, (iv) capacity building of local seed companies and agro-dealers by addressing gaps in the value chain, (v) scaling-out Integrated soil fertility management technologies to improve smallholder farmers productivity, (vi) improvement of farmer productivity through improved soil health management and scaling out of cereal-legume intensification, and (vii) conservation agriculture, (viii) Market resilient technologies which include post-harvest technologies to minimize losses and support to farmers to bulk and aggregate produce to benefit from economies of scale, and (ix) successful innovative finance models such as credit guarantee schemes which were born out of the recognition that scaling out of resilient technologies is hampered by lack of access to finance. AGRA has investments in Southern Africa (Malawi, Zambia, and Mozambique); East Africa and Central Africa Highlands (Ethiopia Kenya, Uganda, Tanzania, Rwanda, South Sudan and DR Congo); and West Africa (Ghana, Mali, Burkina Faso, Niger, Nigeria, Senegal, Liberia, and Sierra Leone).

41. A major intervention in these countries is facilitating the scaling up of integrated soil and land management technologies using value chains of key staple food crops. This involves developing public-private partnerships that are essential for addressing access to input and output markets that are essential for farmers to sustainably increase their yields. The partners also address financing needs of farmers. The Programs are designed in ways that maximize their benefits to women and the youth. The Programs enhance the environmental benefits of the food security interventions through appropriate interventions such as agroforestry and other sustainable agriculture interventions. AGRA and its partners also invest in building the capacity of value-chain focused service delivery institutions, both public and private, including through ICT applications for knowledge exchange with farmers and agribusinesses. Finally, the Programs invest in country and regional level projects that aim at developing an enabling policy environment that grows value chains and provides incentives for private sector growth. Last but not least, AGRA brings on board the following three key support capabilities:-

- **Knowledge management** – there is growing capacity in-house for knowledge management, synthesis, and documentation. The Africa Agriculture Status Report is an annual landmark publication that captures some of the knowledge generated by AGRA and its partners
- **Convening and Advocacy** – AGRA co-convenes the Africa Green Revolution Forum annually with several multi-sectoral partners
- **Monitoring and evaluation** – AGRA's M&E unit is well resourced with a team that monitors, tracks and reports impacts on AGRA's investments

42. In addition, scaling up of INRM through strengthening of agricultural advisory services will build on FAO's support to Farmer Field Schools (FFS) through its regular Programme and to institutionalization of FFS in particular in East and West Africa, its support to competitiveness and sustainable intensification of African cotton sectors, valorisation of water resources, and support to rural development. The FFS approach falls into the new paradigm of extension services that is often referred to under the umbrella term “demand-driven” or participatory farmer education. The term offers an alternative to the paradigm of technology transfer and might be defined as an agricultural advisory service based upon the idea of two-way communication and co-construction promoting knowledge facilitation, knowledge generation, or knowledge sharing in a community development context and with focus on human resource development. It generally involves changing the distribution of power and responsibilities among three set of actors: clients, service providers and government. This enable the development of rural innovation platforms which facilitate identification/ implementation of multidisciplinary, community-owned responses to development challenges.

43. ICRAF will provide baseline support though its Programmes on agri-food systems - drylands, cereals and legumes, and agroforestry food security, as well as numerous projects on adaptation, sustainable intensification of agriculture, commercialization of small-scale forestry, restoration of degraded lands, enhancement of food and water security in the Horn of Africa and the Sahel, and development of value chain innovation platforms in East and Southern Africa. Specific activities and links to the country projects are described below in the outcomes/components section.

44. Bioversity International will provide inputs into the FAO's support to FFS with their joint Bioversity-FAO work on linking Diversity Field Fora which integrates the use of local crop and animal genetic resources and farmer knowledge on diversity management in FFS in Niger, Uganda, and Burundi.

## **Outcome 2.1 Regional food value chains greened and made more resilient across the 12 IAP countries**

45. A value chain (VC) approach, that will require building strong partnership with the private sector, will be the core of the delivery of this outcome. This will help address constrains on both the input and output markets. It will also address challenges of financing smallholder farmers that often challenges their use of yield-enhancing technologies. The VC interventions will build on lessons emerging from the current and on-going investment of both UNDP and AGRA in the three focus regions over the last 5-7 years as well as good practices from other organizations.

46. In Ethiopia for example, access to seed of improved crop varieties and appropriate fertilizer blends is limited by the inefficiencies of input distribution and marketing. Thus here AGRA will link the country project to leverage on AGRA's investments by creating linkages to its networks of seed companies and agro-dealer networks to provide improved access to seeds, fertilizers and lime. AGRA is also supporting a soil health project in Ethiopia that is currently installing lime crushers in regions like Amhara to address the challenges of acidic soils.

47. Building on its relationships and work to date, UNDP-Regional Service Center for Africa, Inclusive Growth and Sustainable Cluster, Private Sector AFIM unit will be responsible for engaging the regional actors, and in particular AUC, NEPAD/CAADP and the RECs, and mobilizing the regional multi-stakeholder platforms. It will lead, with support from AGRA, on the calls for proposals for catalytic action related to increased productivity, sustainability and resilience at the level of selected food-crop value chains of regional significance, as well as on the preparation and delivery of a Project Facilitation Platforms (PFP) that will discuss and refine the shortlisted proposals for final decision on granting. It will do so in close collaboration with AGRA from the substantive point of view. Given their experience, partnerships potential and credentials in agroforestry and sustainable agriculture interventions such as integrated soil fertility management practices, AGRA will be responsible for developing the training Program to be delivered to regional and national stakeholders with UNDP providing substantive inputs. It will lead

with UNDP on the development of a toolkit document to support countries. This toolkit will be developed in year 4 of the Program so that it can also integrate the learning from the implementation of the project proposals that will have been granted for catalytic action. AGRA will be responsible for administering the catalytic grant mechanism to be used in regional value chains interventions. It will do this through its own experts and UNDP hired sustainable and resilient agriculture expert to provide technical support to the project promoters and carry-out monitoring and evaluation, respectively, during and at the end of the grant cycle. Finally, AGRA will create three knowledge products based on lessons and best practices from the field experience.

48. Other activities related to the outcome include the capacity of regional and national actors enhanced to integrate both sustainability and resilience aspects into regional food crop value chains. There are various agricultural frameworks (AUC, NEPAD/CAADP) at the regional level that are key to scaling up, and need to be engaged in this agenda. The UNDP-Regional Service Center for Africa, Inclusive Growth and Sustainable Cluster, Private Sector AFIM unit regional multi-stakeholder platforms in Eastern, Western and Southern Africa will be convened and will facilitate capacity building and knowledge sharing on sustainability and resilience for food security among stakeholders from all the 12 participating countries including the country and regional soil health consortia that are currently supported by AGRA, teams from the relevant RECs working on private sector and agriculture development, as well as on environment and resilience, relevant regional private sector organizations and small holders organizations representatives and Food Security GEF IAP country project coordinators..

49. **Activities will include:**

1. Develop a training Program – incorporating inputs from the PPG consultancy – on how to integrate both sustainability and resilience aspects into regional food crop value chains. Value chains will include promotion of integrated soil fertility technologies, use of drought tolerant varieties, linking of country projects to established networks of input suppliers (seed companies and private agro-dealers) as well as enhanced post-harvest and financial tools which are more accessible to farmers.
2. Deliver the training Program to the 12 participating countries stakeholders and relevant RECs and other regional actors representatives. It is anticipated that there will be 5 participants per country representing the GEF IAP country project coordinator, ministries of agriculture and environment, and relevant smallholder and private sector APEX institutions, as well as relevant representatives from RECs and regional actors.
3. Facilitate the development, technical assistance provision, and field implementation of sustainability and resilience aspects in national food value chain approaches, based on country demand.
4. Create and deliver a Toolkit on resilient and sustainable private sector value chains, and successful models for scale up based on the training programme and experience from the field collected under 2.1.2. This toolkit will be ready in year 4 of the project..

*Indicators: (i) Number of national actors trained (training of trainers) in the 12 IAP countries; (ii) Existence of a toolkit on integrating sustainability and resilience in value chain development.*

**Other activities related to the outcome will include:**

- 1.A Call for Proposals for projects addressing key resilience, sustainability, production and marketing constraints of selected regional staple food crops will be launched. Technical experts from AGRA, UNDP and the Regional Economic Communities (RECs) will shortlist the best ones to be presented at a multi-stakeholder regional Project Facilitation Platform (PFP). Key criteria to shortlist proposals will include scale of expected development impact and scale-up potential, sustainability of the interventions, and private sector engagement, and will be identified and validated through consultation.



2. The call for proposal will be open to civil society in all 12 countries and beyond within these sub-regions. Three grants will be provided ,administered by AGRA (UNDP will provide a lump sum for AGRA on-grant from which the catalytic grants will be extracted).
3. Any Project Promoters (NGOs) in Africa will be able to submit proposals that respond to the detailed terms and criteria of the call of proposals. One key requirement will be that each proposal should cover one of the three regions (West, East and Southern Africa) and its scope should include all the IAP focus countries in that region (5 in West Africa, 5 in East Africa and 2 in Southern Africa). In other words, each proposal will focus on 1 region and all IAP countries in that region. IFAD retains a right of no objection with respect to the selection of grantees.
4. The grant will be allocated to new regional project promoters project proposals benefiting countries across the region. The amount allocated per project will be a function of the number of countries in each region
5. A Project Facilitation Platform (PFP), using the tried and tested approach used by UNDP Regional Service Center for Africa, Inclusive Growth and Sustainable Cluster, Private Sector AFIM unit and AGRA's innovation platforms in various geographies to date, will be organized to bring together key stakeholders for each short-listed proposal to improve the proposals. AGRA, UNDP, the PCU and the RECs will decide on the best proposals to be supported once the improved proposals have been received and reviewed. It is envisioned that 1 project could be supported per sub region (West Africa, East Africa, and Southern Africa).

50. The selected proposals will receive catalytic grants with a thorough review at the end of the first year, and constant monitoring and technical assistance throughout the grant cycle. Grants may support the following issues among others:

- a. Establishment of Private Sector linkages and in particular lead firms and off-takers engagement with small-scale farmers
- b. Scaled up production of grain legumes and their contribution to soil fertility nutrition, income and carbon sequestration - this will require strengthening seed supply systems using seed companies as well as the production of quality declared seeds through farmers and community-based organizations, and promotion of integrated soil fertility management practices
- c. Wide-scale uptake of conservation agriculture practices wherever feasible – this will require providing technical guidance and identifying institutional and market incentives that help address challenges associated with minimum or zero tillage, and providing sustained cover to the soil through mulch or cover crops
- d. Enhance the uptake of agroforestry interventions and natural regeneration of trees and shrubs on farms – Most countries have proposed this as a much needed intervention in their expressions of interests
- e. Wide-scale adoption of water harvesting technologies and using water captured more efficiently on farms – enhancing water productivity, especially that of rainfall or 'green water' - Ethiopia for example has identified water as a key requirement for scaling up.
- f. Integrating livestock into the production system and tightening nutrient cycling of the farming system – with increased uptake of ISFM, there is now tremendous potential to increase crop residues to support livestock production and manure production under smallholder farming conditions

- g. Scale up storage facilities, reduce post-harvest losses, and enhance off-take; Nigeria, for example, has identified this as one of the key interventions for scaling up
- h. Knowledge products on the project experience including on Lessons and Scaling up Practices with the Private Sector will be created and disseminated in coordination with Component 4.2 on Knowledge Management and Communication
- i. Policy lessons learnt from the PFP and the catalytic grants will be fed into Component 1.

#### **Roles and responsibilities:**

i) AGRA will develop and deliver the training Programme, with UNDP providing substantive inputs. This will be based on AGRA's experience and efforts that have led to the establishment of networks of seed companies and private agro-dealers as well as enhanced post-harvest and financial tools which are more accessible to farmers and small and medium enterprises (SMEs), and farmer organizations. AGRA will also providing training on resilient technologies such as ISFM, CA, lime technologies in partnership with country soil health consortium that it has established in all the target countries except Burundi and Rwanda. These consortiums have created training materials in soil technologies for extension, farmers, policy makers and other practitioners.

ii) UNDP will organize the Project Facilitation Platform in close collaboration with AGRA from the substantive point of view.

iii) AGRA, UNDP, the PCU and the RECs will decide on the best proposals to be supported

iv) AGRA will contract the project promoters and administer the grants for 3 projects in each sub-region. UNDP will be involved in project call for proposals, selection and monitoring process, along with AGRA

v) UNDP will lead on the toolkit creation with support from AGRA

vi) AGRA will create knowledge products from the field experience with inputs from the UNDP hired technical expert

*Indicators: (i) Number and type of regional food crop value chains greened and made more resilient in each of the 12 IAP countries; (ii) Number of smallholder farmers positively impacted by the catalytic work done at regional level on regional food crop value chain; (iii) Existence of Knowledge products on the project experience.*

#### **Outcome 2.2 Wide-scale and enhanced uptake of INRM to foster sustainability and resilience in production landscapes and agroecosystems**

51. FAO, in partnership with the CGIAR and other actors will leverage expertise at sub-regional levels through existing Agricultural Advisory Services platforms, such as the sub-regional Farmer Field School Support Networks and other platforms related to Catchment Approach and Farmer to Farmer Approach,, in order to build capacities at local and national levels among IAP project partners and related national and regional stakeholders. This will facilitate enhanced scaling up, adaptation and uptake of agricultural and INRM best practices in IAP countries, and beyond. . Currently, Agricultural Advisory Services of the 12 IAP countries are implementing projects and programmes based on participatory approaches, and in some cases have developed networks and platforms, as follows: Burundi (Catchment Approach and FFS); Tanzania (Farmer to Farmer and FFS); Uganda (Catchment Approach Farmer to Farmer and FFS); Kenya (Catchment Approach Farmer to Farmer and FFS); Niger (FFS); Malawi (Catchment Approach Farmer to Farmer and FFS); Senegal (FFS); Nigeria (Catchment Approach Farmer to Farmer and FFS); Burkina Faso (FFS); Ethiopia (FFS).

52. Existing Regional Institutions, Universities and Research Centres related to INRM, such as International Centre for Research in Agro forestry (ICRAF); AGRYMETH; Africa Rice Centre (ADRAO); International Institute of Tropical Agriculture (IITA), CARE International; Technical

Centre for Agricultural and Rural Cooperation (CTA), will be supported and collaboration among the 12 IAP countries will be strengthened in order to enhanced uptake of INRM.

53. Outcome 2.2 will be built upon the mentioned baseline networks, platforms, project and programmes, which are existing facilities and underway initiatives at national and/or regional level.

54. A long perceived challenge in the transition to Integrated Natural Resources Management and sustainable agriculture is the adoption and “scaling up” by small farmers of promising and sustainable agronomic practices. This has been complicated by the decreased levels of support for agricultural research and large-scale agricultural extension systems.

55. Integrated Natural Resources Management by nature needs to be location specific: it needs to take into account local ecology and local socio-economic conditions to respond to local opportunities. The technological fixes of today are unlikely to be tomorrow’s solutions. Rather, countries need to develop a cadre of resource managers, who are able to adapt to constantly changing challenges, and we will need to nurture resource systems that are resilient to changing pressures. Therefore, integrated research and advisory services are more concerned with better decision making, increasing options and resilience, and reconciling conflicting management objectives as a foundation for better management and technological change, than with producing technological packages per se.

56. In the past 15 years, the innovation systems concept has been applied to agriculture, leading to the development of the Agricultural Innovation Systems (AIS) perspective with a system approach. This paradigm shift requires changes in the way advisory services are delivered, by whom they are delivered and what they cover. Increasingly, rural advisory services (a term now preferred to ‘extension services’) are provided by multiple actors, including different types of private sector providers, NGOs and producers’ organization.

57. Extension services in South-Saharan Africa are undergoing change towards more client driven approaches. There is a paradigm shift in extension from designing technology packages to be delivered to farmers in a top down approach to moving towards partnership with farmers, and FFS and other community-based learning approach fit well in this new paradigm.

58. Nevertheless the main still pending weaknesses are:

1. Insufficient and inconsistent training, lack of organizational support and communication, and weak scaling up;
2. Despite the ongoing change towards a demand-driven approach, there are still tension/conflict between top-down extension approach and bottom-up approach;
3. National and country governments allocate little funding for extension services, especially those based on demand-driven (lean budget and tight human resources). There is continued reliance on donor funding;
4. Lack of co-ordination mechanism amongst implementation actors.

59. The project component 2.2 will support to reduce the above weaknesses by providing a support at regional and national level through:

- a) Make the case for increased investment and policy support for advisory services, and promote exposure of policy makers to participatory approaches to rural advisory services through regional workshops, exchange visits and policy briefs;
- b) Capacity building of extension officers and other agriculture advisory service actors on community-based learning approaches, which will contribute to reduce weakness of points 1 and 2;
- c) Promote the institutionalisation process of demand-driven approaches at regional and national level. The promotion of institutionalization process includes: involvement of all actors in the agricultural sectors; change of policies and strategies towards a mainstreaming of demand-driven approaches into policies and programmes; linkages and

synergies building among actors and development of networks; capacity development of institutions and advisory service actors; advocacy and awareness raising. This will contribute to lessen the weakness of the above points 3 and 4.

60. The component aims at scaling up client driven approaches as integrated approaches which have demonstrated higher impacts and sustainability over the short to long term and will be implemented through capacity development, technical support, knowledge consolidation and sharing among countries, strengthening platforms for sourcing of highly-experienced technical expertise from the sub-regions to support national-level existing projects and new initiatives (see Table below).

**Table 12:** Different approaches and scales to support advisory services for INRM

<b>Approach</b>	<b>Description</b>
<b>Modern ICT and rural extension</b>	<i>Conventional</i> – e.g. newspapers, farm journals, leaflets, radio, television <i>Interpersonal</i> – face-to-face communication, mobile technology <i>Hybrid</i> – e.g. internet, CD_ROM
<b>Farmer Field Schools (FFS)</b>	FFS usually comprise a group of between 20 and 25 farmers who regularly meet over a defined period of time to study the 'how and why' of a situation in a given context under the guidance of a trained facilitator. Apart from technical issues, group dynamic exercises and sessions addressing the 'topic of the day' are integrated in the learning process.
<b>Participatory Technology Development (PTD)</b>	PTD involves collaboration between researchers and farmers in the analysis of agricultural problems and testing of alternative farming practices. Participatory technology development is an approach that promotes farmer driven technology innovation through participatory processes and skills building involving experimentation to allow small scale farmers to make better choices about available technologies.
<b>Participatory Learning and Action Approach (PLAR)</b>	PLAR is a farmer based education approach centred on adult learning of 20 to 25 farmers, making use of experiences of the group members. The main goal of this approach is to encourage farmers to discover and come up with innovations as opposed to farmers being recipients of technologies. PLAR facilitation involves use of modules, curriculum and social setting to help farmers translate scientific understanding and technological options. Once farmers have the capacity to interpret these scientific technologies, the farmers' knowledge, motivation, capacity, interest and objectives are improved prompting a behavioural change towards sustainable natural resource management.
<b>Farmer to Farmer Approach (F2F)</b>	F2F extension is defined here as the provision of training by farmers to farmers, often through the creation of a structure of farmer promoters and farmer trainers.
<b>Diversity Field Fora (DFF)</b>	The DFF approach was developed in low-heritability environments in West Africa to strengthen the capacity of farmers to analyze and manage their own crop's plant genetic resources. Low-heritability environments are those in which seedling establishment and breeding of locally adapted varieties are difficult due to extreme spatial and temporal heterogeneity in crop-

	environment conditions, including the unpredictability of seasonal distribution of rain in the Sahel.
<b>The Catchment Approach for Soil Conservation</b>	The Catchment Approach aimed to involve local communities in soil and water conservation. It is a focused approach to integrated land and water management, including soil and water conservation, where the active participation of the villagers - often organized through common interest group - is central.
<b>Landscape Approach and Integrated Landscape Management</b>	All landscape approaches have five elements in common: 1) Landscape interventions are designed to achieve multiple objectives, including human well-being, food and fiber production, climate change mitigation, and conservation of biodiversity and ecosystem services. 2) Ecological, social and economic interactions among different parts of the landscape are managed to seek positive synergies among interests and actors or reduce negative trade-offs. 3) The key role of local communities and households as both producers and land stewards is acknowledged. 4) A long-term perspective is taken for sustainable development, adapting strategies as need to address dynamic social and economic changes. 5) Participatory processes of social learning and multi-stakeholder negotiation are institutionalized, including efforts to involve all parts of the community and ensure that the livelihoods of the most vulnerable people and groups are protected or enhanced.

*(Extract from FAO PPG report: Wide-scale and enhanced uptake of INRM to foster sustainable and resilience in production landscapes and agro-ecosystems, 2016)*

61. Activities will lead to more efficient and effective collaboration for agricultural innovation linking research, advisory services and private sector with national projects. South-South Cooperation will be a core principle of implementation of the component; it has been the basis for the diffusion of participatory rural advisory services, in particular Farmer Field School (FFS) expansion throughout the world, as Farmer Field School Master Trainers from one country are routinely used to establish Programmes and train trainers in other countries with similar agro-ecologies, language, or production issues. "South-South" FFS experts have also helped other countries put in place supportive policies on rural advisory services and sustainable production intensification. Since late 2014, several Sub-regional Farmer Field School networks have been created in Southern Africa, the Near East, West and Central Africa and Eastern Africa. Their main objective is to provide diagnostic services, technical support and operational guidance to governments and stakeholders involved in agricultural production projects with small farmers using extension and community based approaches as an entry point. They help mobilize regional and international expertise and provide a solid basis to ensure the harmonization, quality and sustainability of the FFS and Agro-pastoral Field School approach.

62. The extension officers and other advisory service actors trained at regional level through this project component will bring back in their countries the new acquired skills and will be inserted in the institutionalization process which some of the IAP countries have already began, in order to boost the process and reinforce the involvement of the respective institutions. In fact, in some of the IAP countries, such as Senegal, Burkina Faso, Burundi, Kenya, the institutionalization process of community-based approaches is already started or is beginning, and will be further supported through some of the IAP child projects.

63. Agriculture advisory services in the IAP child projects will be equipped with methodological and technical curricula to be used in their support of farmer communities. Indeed, in some of these countries a process of curricula revision is undergoing with the objective to be updated on the countries priorities such as climate change consequences, sustainable production and nutrition.

64. The component will be implemented inter alia in collaboration with Sub-Regional FFS networks, ICRAF, Bioversity and INRA, and in close consultation with the Programme's Component 1.2 on scientific platforms (FAO and UNEP) and Component 2.1 on value chains (UNDP and AGRA). This will ultimately lead to more integrated and coherent outcomes in support

of sustainable intensification of food production, poverty reduction, market-based approaches and resilience building. Specific outputs of the proposed work include:

**Output 2.2.1 Capacity development and technical support** to strengthen participatory agricultural advisory service delivery for sustainable up-scaling of INRM and agricultural intensification in small-holder systems

**Specific activities and services available to IAP countries will include:**

65. Advanced regional training for FFS practitioners (national Programme coordinators, Farmer Field Schools master trainers, NGO staff, etc.). Training of groups of extensionists and master trainers on FFS application in INRM thematic areas at a regional level will improve existing skills, introduce new technical and agricultural methods and strengthen network bonds. These benefits will be reflected as outcomes in national projects implementation among IAP actors as well as collaborators. The regional trainings will be based on south-south cooperation in which skilled and experienced Master Trainers from Africa will reinforce competencies of less advanced practitioners. The Hub project will support the organization of regional trainings on priority themes, to be decided with stakeholders for instance:

- Climate change adaptation of smallholders and INRM in critical production systems
- Participatory Monitoring and evaluation of rural advisory services and FFS
- Improved management and adaptation of crop genetic resources by farming communities through Diversity Field Fora (in collaboration with Bioversity)
- Resilience funds, village savings and loans schemes and income-generating activities in support of INRM and sustainable agriculture
- Nutrition and gender mainstreaming in rural advisory services
- Development of underutilized crops, participatory evolutionary plant breeding and participatory variety selection
- Farmer Business Schools, value chains and post-harvest technologies for sustainable agriculture

66. Training of active practitioners on the above themes will ensure that sustainable production trainings undertaken under other projects also include elements promoting nutrition, food security and livelihoods of ultimate beneficiaries.

67. Technical and operational guidance to public and private advisory services and intermediaries to support local value chains for sustainable products. Linking farmer groups to public and private sector and value chains for sustainable products is a cross-cutting “end-point” strategy that promotes farmer incentives, efficiencies and profitability leading to improved food security, INRM and more economically, socially and environmentally sustainable outcomes. This activity will aim at strengthening the capacities of local services and intermediaries to support farmers in linking to local markets for sustainable products, and generating best practices on critical support needs, including: technological and institutional innovations; participatory guarantee systems, local standard setting and product integrity; logistics; market research and specific market channels; and enabling policies and regulatory frameworks. Some IAP countries expressed a need of support on this (e.g. Uganda and Burundi). This activity will be implemented in close coordination with UNDP and AGRA under Component 2.1. Collaboration with INRA and with COLEACP (inter-professional association of exporters, importers and other stakeholders of the Europe - Africa - Caribbean-Pacific horticultural trade) is envisaged.

68. Technical advice and tools on Monitoring and Evaluation of rural advisory services, impact analysis and resilience assessment (including social, economic and environmental dimensions). Based on the specific needs of countries, technical advice both at regional and at national level will be provided through tools and training on M&E and assessment systems for rural advisory services, including the Self Evaluation and Holistic Assessment of climate Resilience of farmers and Pastoralists (SHARP), Monitoring and Evaluation Systems of Participatory Training Programs on FFS, and the development of a comprehensive methodology

for environmental, social and economic impact assessment of FFS training. This activity will focus on making existing documents available, developing new methodologies and providing training for the use of robust and efficient tools for M&E and project planning in FFS-based projects, including basic data acquisition and management and methods for impact assessment. It will also develop and provide technical guidance for national impact studies which can be undertaken in projects which include FFS component, such as Burundi and Uganda.

*Indicators: 1) Number of national and regional-level training events support by the project*

69. **Knowledge consolidation and sharing** to create sub-regional farmer advisory service networks and to document viable up-scaling processes.

Specific activities/services available to IAP countries will include:

1. Workshops on exchange of experiences among the South Saharan Africa countries, involving IAP and non IAP countries: 1) mechanisms for promoting integrated natural resources/landscape approaches and the expected benefits, in collaboration with Landscape, People, Food and Nature Initiative (LPFN); 2) scaling up Sustainable Land Management (SLM) and INRM through linking with local value chains for sustainable products, in collaboration with UNDP and AGRA (component 2.1). 3) lessons from implementation of FFS and APFS approaches, their role in strengthening extension systems, and advocacy processes to institutionalize FFS approaches at national level.
2. Documentation and sharing of experiences. Case studies of successful impact of participatory advisory services, INRM approaches and sustainable value chains in IAP and non-IAP countries will be developed, shared and discussed with decision makers and agriculture stakeholders in the regional workshops above. The project will also make documents and lessons learned available on the project website and present them for discussion in other fora and Policy Science Platforms under component 1 as relevant. It will engage and interact with regional policy and research bodies (e.g., GFRAS, CAADP, FARA, IGAD, CILSS, etc.) through presentations and dissemination of findings at major events.
3. Development and maintenance of a Farmer Field School Knowledge Hub. This virtual global platform will gather all existing Farmer Field School training material, impact studies, M&E tools on multiple topics and in multiple languages, together with a roster of resource people. It will also include an interactive platform for exchange among practitioners worldwide. Material will include training guides on watershed management and land and water management; integrated production and pest management; sustainable intensification of multiple crops; Agro-Pastoral Field Schools; Climate Field schools; Farmer Business Schools; Junior Farmer Field and Life Schools; integrated rish-fish systems; Diversity Field Fora; modules on nutrition, gender and labour, food safety and quality for use in FFS, and many other topics. It will help identify good practices and curricula that can be included by partners into other platforms, including Technologies and Practices for Small Agricultural Producers (TECA); the World Overview of Conservation Approaches and Technologies (WOCAT), and any platform selected for activities under Component 1. Collaboration by FAO, ICRAF and Bioversity planned under the IAP will improve the experience and working relationships and documentation from different professional networks. Dedicated web pages will be available for existing sub-regional Farmer Field School Networks, and specific seed support will be provided to Sub regional networks as needed.
4. Support to selected IAP countries for peer-to-peer innovation and learning platforms. At community level, in target sites in collaboration with ICRAF, the project will facilitate multistakeholder dialogues on innovations on INRM including community groups, local governments, advisory services, research, NGOs and others to generate innovations and

lessons learning. Based on the needs of countries and success experiences of other countries, study tours and exchange visits for peer to peer learning will also be organized with focus on topics such as: climate change adaptation practices; sustainable intensification of specific crops; natural resources management and landscape management; value chain; agro-pastoral field schools; or resilience funds. The topics and countries involved in the inter-country exchange visits will be identified by matching technical needs at country level with existing capacities at regional level, as well as based on countries ability to cost-share such events.

*Indicators: i) Regional and sub-regional entities and regional and national research institutes that join the platform*

**Component 3: Monitoring and assessment of global environmental benefits and agro-ecosystem resilience.** GEF support to this component under LD-4, Program 5, CCM-2, Program 4 and BD-4 Program 9 will ensure that baselines for ecosystem services, such as carbon stocks in soils and vegetation and agro-biodiversity, are established, quantified, valued and monitored. GEF financing will also support development of tools to improve the accuracy of GHG emissions estimates from agriculture. This information is expected to feed back into Component 1 to ensure that valuation of ecosystem services and assessment of resilience is linked with development policy and finance planning in the agricultural and natural resources management sectors. Valuation of ecosystem services should also inform policy instruments and fiscal reforms designed to provide positive incentives for conservation of ecosystem services, with a focus on carbon stocks and agro-biodiversity, and for enhancing resilience.

70. Component 3 will build on the CI Programme Vital Signs and Bioversity International hosted Platform of Agrobiodiversity Research (PAR) -- DATAR: Diversity Assessment Tool for Agrobiodiversity and Resilience.

71. Vital Signs, funded by the Bill & Melinda Gates Foundation and other donors support to Africa has included integrated monitoring of agriculture, ecosystem services and human well-being and development of online open access databases and analytical tools to evaluate trade-offs and synergies of agriculture and ecosystem services and to support evidence-based policy and decision making, e.g., application of Vital Signs data and tools to support the Ministry of Agriculture in Tanzania to develop evidence-based standards for climate smart agriculture, and partnership with the IUCN Sustainability and Inclusion Strategy for Growth Corridors in Africa (SUSTAIN-Africa) Initiative in the Southern Agricultural Growth Corridor of Tanzania.

72. Vital Signs has produced baseline assessments of agriculture and ecosystem services, in the form of online and printed atlases and databases for Tanzania, Uganda, Rwanda and Ghana and has developed the online RESILIENCE ATLAS ([www.RESILIENCEATLAS.org](http://www.RESILIENCEATLAS.org)), an open access, online analytical and planning tool to support resilience assessment and evidence-based investments by the Global Resilience Partnership (Rockefeller, US AID and SIDA) to reduce vulnerability of ecosystems, production systems and livelihoods to a range of stressors and shocks. The RESILIENCE ATLAS currently covers the Sahel, Horn of Africa and South and Southeast Asia, including 7 countries in the IAP. It will also draw on Vital Sign support to monitoring and assessment of ecosystem services, food security and value chains. Vital Signs indicators of agriculture, ecosystem services and human well-being have already been adopted by 5 of the 12 countries participating in the IAP. It also will leverage support from the GEF Global Set Asides to Vital Signs and collaborators from NASA Goddard and Lund University to develop a multi-scale indicator of land degradation for the GEF and the UNCCD.

73. DATAR is an evolving multi-component tool used to describe agricultural biodiversity and resilience at landscape level. Built on over 500 case studies, and funded by UNEP GEF, the Swiss Government, IFAD, and inputs from national governments in Africa and globally, DATAR is a gender and age sensitive tool that provides national programs with the ability to both (i) assess the constraints encountered by farmers and farming communities to be able to benefit from the use of



their own local crop and animal biodiversity, and (ii) to use this diversity to improve local agricultural productivity and agroecosystems resilience. Using this step-wise tool, national programs can determine when and where is sufficient crop variety and animal breed diversity available for farmers to meet their environmental and social economic demands and improve their production landscapes. The tool provides a portfolio approach to interventions determined by whether the constraint do to (a) the lack of sufficient diversity of crop varieties and animal breeds within the production system; (b) the lack of access by farmers to available diversity, (c) the limitations in information on and the performance of varieties available in key aspects, and (d) the inability of farmers and communities to realize the true value of the materials they manage and use. DATAR is supported by the technical expertise of the Platform of Agrobiodiversity Research with a membership of over 4000 agrobiodiversity experts from local to national to international levels.

74. Baseline support to component 3 will also be provided by ICRAF and Bioversity in terms of approaches to assessing ecosystem services and resilience, and development of associated indicators, low cost surveillance for monitoring agriculture and nutrition impacts of scaling climate smart agriculture in SSA, the Land Degradation Surveillance Framework (LDSF), and analysis of ecosystem service and livelihood tradeoffs.

75. Finally, Component 3 could also capitalize on Information for Nutrition Food Security and Resilience for Decision Making (INFORMED) which is a partnership Program between FAO and the European Commission-DEVCO, and is designed by both parties to strengthen the enabling environment for food and nutrition security and resilience Programming in selected priority countries/regional organizations. The Program is essentially designed to support the analytical work that should underpin resilience related Programming to substantially increase the resilience of vulnerable people's livelihoods to threats and crises and contribute to the reduction of food insecurity and malnutrition. This will be achieved by improving the availability of regular, timely information as well as evidence-based analysis regarding the food security, nutrition and resilience situation in order to better support decision-making in selected priority countries and regional organizations (including through IPC and RIMA related work).

76. Countries to be supported include those countries where food and nutrition security and sustainable agriculture (FNSSA) has been identified as focal area of EU development cooperation in the period 2014-2020, and which have expressed an interest in receiving support from the INFORMED technical assistance facility. Given the strategic priority attributed by FAO and EU to the Horn of Africa and the Sahel there is an initial concentration of efforts towards the support to the Permanent Interstate Committee for Drought Control in the Sahel (CILSS) and the Intergovernmental Authority on Development (IGAD). Among the thirty-seven countries that have been identified for support, implementation started in a first phase in Burkina Faso, Ethiopia, Kenya, Niger, Senegal, Somalia, and Uganda. Specific activities and links to the country projects are described below in the outcomes/components section.

77. Effective planning, management, monitoring and decision making also require better data, analytical methods, information sharing protocols with local communities and risk management approaches for evaluating the trade-offs and synergies among policies for food production, nutritional security, poverty alleviation and ecosystem services. A range of methods, tools and frameworks exist for measuring different types of ecosystem services, global environmental benefits and food security, and for assessing sustainability and resilience of agroecosystems. In this respect, the project uses the following definitions identified by STAP<sup>24</sup> in a recent report:

- **Sustainable development** – development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It uses the concept of

---

<sup>24</sup> O'Connell, D., Walker, B., Abel, N. & Crigg, N. 2015: The Resilience, Adaptation and Transformation Assessment Framework: from theory to application. CSIRO, Australia.

three interdependent pillars of sustainability, i.e. maintaining environmental, social and economic health

- **Resilience** – the ability of a system to maintain high-level objectives (e.g. sustainability, rural livelihoods, ecosystem services) in the face of unknown changes or disturbance.

78. During the project preparation process, a number of M&A tools already in use by IAP countries and agencies were reviewed and are summarized below:

**Table 13:** M&A tools already in use by IAP countries and agencies

Tool Name	Purpose	Scale of Analysis	Indicators Measured	Associated GEB and/or SEB
Multidimensional Poverty Assessment Tool (MPAT)	Household survey that captures the dimensions of rural poverty. A thematic indicator that assists M&E design, targeting, and prioritization.	Household; Village	Food and Nutrition Security Domestic Water Supply Health and Health Care Sanitation and Hygiene Housing, Clothing and Energy Education Farm Assets Non-farm Assets Exposure and Resilience of a Household to Shocks Gender and Social Equality	Food Security
Landscape degradation Surveillance Framework (LDSF)	To provide a biophysical baseline at the landscape level, and a monitoring framework for assessing land degradation and the effectiveness of rehabilitation	Landscape	Soil Organic Carbon Soil Health (multiple parameters) Soil Hydrology Vegetation Cover Land Cover Classification Land Degradation Land Use Plant Biodiversity Soil and Water Conservation	Land under integrated management; Land cover

Self-evaluation and Holistic Assessment of climate Resilience of farmers and Pastoralists (SHARP) (HH-BAT)	Self-assessment used to access and increase the resilience of farmers and pastoralist to climate change	Individual; farm	Resilience	Food Security
Resilience, Adaptation Pathways and Transformation Assessment (RAPTA)	A framework to embed concepts of resilience, adaptation and transformation into project design, implementation, and assessment	Multi-scalar	Resilience	
Diversity Assessment Tool for Agrobiodiversity and Resilience (DATAR)	A framework composed of a household survey and participatory mapping activity that measures on farm crop, tree, and livestock genetic diversity	Landscape	Resilience; Biodiversity	Conservation of on farm genetic diversity
EX-Ante Carbon Balance Tool (EX-ACT)	Estimates the impact of agriculture and forestry development projects on carbon-balances; land based accounting system	Multi-scalar	GHG mitigation; wide range of development applications	GHG emission avoided or reduced
Land Degradation Assessment in Drylands Mapping Tool (WOCAT-LADA)	Information from questionnaires is linked to GIS software to produce maps that has areal calculations on various types of land degradation and SLM/conservation. Can be used to: spatially map land degradation; plan, support and monitor SLM activities; set Program priorities	Multi-Scalar	Land degradation	Land cover
Vital Signs and Resilience Atlas	Gathers and spatially orients a number of sustainability indicators. Depicts the connection between agriculture, nature and human well-being.  Resilience Atlas: an interactive analytical tool for building (1) understanding of the extent and severity of some of the key stressors and shocks that are affecting rural livelihoods, production systems, and ecosystems in the Sahel, Horn	Regional; Sub regional	Sustainable Agricultural Production Water Availability and Quality Soil Health Biodiversity Carbon Stocks Climate Resilience Household Income Nutrition and Market Access	Land under integrated management; Land cover

	of Africa and South and Southeast Asia; and (2) insights into the ways that different types of wealth and assets (i.e., natural capital, human capital, social capital, financial capital and manufactured capital) – and combinations among these – impact resilience in particular contexts			
--	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	--	--

79. The challenge of identifying the most appropriate M&A tools and frameworks to apply at different scales, i.e. from local, national to Africa regional, and to generate reliable baselines will be addressed through delivery of the following outcomes and outputs:

**Outcome 3.1 Framework in place for multi-scale monitoring and assessment of ecosystem services and socio-economic benefits**

80. **Activities** related to Quantitative baselines for ecosystem services and gender disaggregated measures of food security established at project, national and regional scales: **include:**

Synthesize existing quantitative data on land degradation, ecosystem services and food security at project, national and regional-scales through the Vital Signs information System and RESILIENCE ATLAS online tool.

81. Conduct 1 training workshop in year two in conjunction with the annual meeting to ensure that key individuals and agencies, e.g., project personnel, GEF and UNCCD OFPs are aware of and have capacity to access and use the baseline information *Indicators: Baseline data (at project start) on status of ecosystem services and gender disaggregated food security at project, national and regional scales for IAP countries synthesized through Vital Signs system and available online in map and downloadable formats*

82. **Activities** related to Framework in place for measuring changes in ecosystem services (ES) and gender disaggregated food security (FS) at project, national and regional scales include:

1. Identify with countries two designated M&A focal points (one male and one female) for each country project that will interact with the regional project. Each country project should cover the costs of participation by the M&A focal points.
2. Convene workshop in conjunction with inception workshop in year 1 to agree on (a) global access agreement for open access to project data, (b) policy for management of personally identifiable information and compliance with national and international laws and policies regarding human subjects research; (c) harmonization of target metrics and indicators for ecosystem services and GEBs and FS at project, national and regional scales and (d) metadata standards for project data and (e) work with projects to develop and implement a project data management, integration and access plan
3. Conduct 1 workshop in year four and five in conjunction with the annual meeting with country projects to ensure all have valid statistical sampling designs with the potential for detecting changes in target metrics and indicators over the project period
4. Conduct national workshops and provide technical support for those countries who express interest in a more in-depth application of the tools and willingness to cost share

*Indicators: i) Information systems in place to enable integration and aggregation of data on ecosystem services and food security at project, national and regional scales, across all IAP countries;*

83. Activities related to Platforms for capacity building and for expanding the use of data, methods and tools for integrated monitoring of ES and FS are established in IAP countries and by regional bodies in the IAP region include:

Establish linkages with Vital Signs, NEPAD, WOCAT and Gaborone Declaration for exchange of information and best practices (identify focal points, process for information exchange, linkages to web sites for outreach)

*Indicators: i) Linkages established between Vital Signs, NEPAD, Gaborone Declaration, WOCAT and other regional bodies for exchange of information and best practices; ii) Comparison of different methods and datasets for integrated monitoring of ecosystem services and food security; iii) Regional web platform for dissemination of best practices is established through Vital Signs portal*

### **Outcome 3.2 Operational framework in place for monitoring global environmental benefits in all target geographies**

**Output 3.2.1.** Baseline multi-scale assessment of status and trends of global environmental benefits in all target geographies

#### **Activities include:**

84. Develop baseline land cover maps (30m) for all projects that have geo-referenced project boundaries and obtain 30 cm resolution satellite imagery in year 1 and year 4 in all project locations where it is available

*Indicators: Baseline data (at project start) on multi-scale status and trends of global environmental benefits (GEBs) synthesized and available online in maps and downloadable formats for all target geographies*

85. **Activities related to** Multi-scale assessment of changes in status and trends of global environmental benefits in all target geographies at completion of IAP Program include:

Conduct analysis of historic trends in land cover and land degradation at project and regional scales

Develop a regional land cover map (30m)

*Indicators: i) Standard metadata framework and information system in place to enable multi-scale integration and aggregation of data on GEBs in all target geographies; ii) Tools for analysing changes in GEBs at completion of IAP Programme*

86. **Activities related to** Platforms for capacity building and for expanding the use of data, methods and tools for monitoring global environmental benefits in all target geographies **include:**

Develop web portals on Vital Signs and Bioversity International websites with online training videos and other materials and link to WOCAT, NEPAD, Gaborone and national web sites.

*Indicators: i) Comparison of different methods and datasets for monitoring GEBs completed; ii) Regional web platform for dissemination of best practices for monitoring GEBs is established through Vital Signs portal with linkages to other regional portals, e.g. WOCAT, NEPAD, Gaborone Declaration*

### **Outcome 3.3 Capacity in place to apply appropriate tools and practices for monitoring resilience at multiple scale.**

87. **Activities** related to Regional (multi-country), gender equitable platforms for capacity building and for expanding the use of data to monitor the resilience of ecosystems, production systems and livelihoods to stressors and shocks and to understand the interventions that improve resilience in particular contexts include:

1. Compile and contrast training materials for RAPTA, SHARP, SEPLS with examples from IAP countries that have used these approaches including translation to French and English (Bioversity)
2. Workshops for national partners from 12 countries to compare tools and lessons learned on landscape and socioecological resilience (Bioversity)
3. One Regional meeting for analysis of landscape, socioecological and agrobiodiversity data for resilience and preparation of knowledge and monitoring products (linked to 3.3.2.4 and 3.3.3.5) (Bioversity)
4. Develop and train a gender equitable regional, multi-country team through a workshop in year three with the skills and capacity to provide training on incorporating resilience thinking and monitoring into project design, outcome assessment and policies (CI)
5. Expand the RESILIENCE ATLAS to include specific systems and stressors and shocks prioritized by countries, including agro-biodiversity.(CI).
6. Technical support provided for a sub set of countries who express interest in a more in-depth application of the tools and willingness to cost share

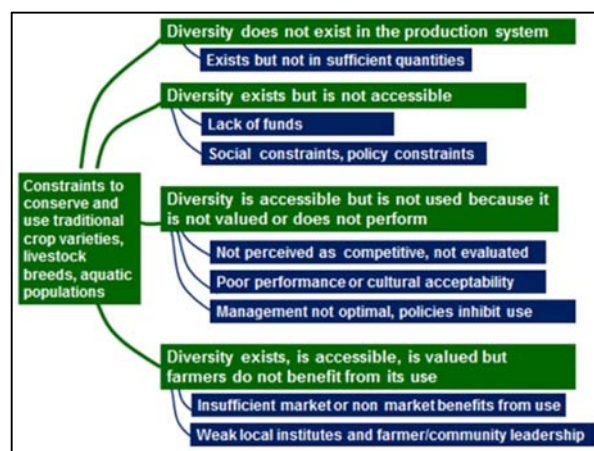
*Indicators: i) Vital Signs Resilience Atlas established and updated annually at project, national and regional scales for all IAP countries; ii) Atlas functionality expanded to support ability of users to share 'resilience journeys' and insights gained to create a community of practice within the IAP region; iii) Number of national and regional entities with capacity to use the resilience atlas for monitoring and decision-making.*

88. **Activities** related to Platform for national and regional capacity building and for expanding the use of a systems-approach to embed resilience, adaptation and transformation into project design (scenario analysis) and assessment include:

1. DATAR assessment tool made into WEB or CD format with documentation for use and linked to input into GEF Secretariat tracking tools for Biodiversity
2. Training of Master trainers (a minimum of two male and two female partner from each of the 12 countries) to use DATAR and to calculate crop and livestock diversity indices on the amount and distribution of functional diversity for key environmental and market constraints (done jointly with 3.3.2.2)
3. In country training on DATAR for enumerators and data collection entry by national teams
4. Data analysis workshops at national and regional level to and production of distribution maps that link agrobiodiversity and resilience
5. Develop linkages among existing resilience platforms such as, but not limited to RESILIENCE ATLAS, RAPTA, DATAR, SHARP with national websites
6. Develop and provide training materials on web platforms to embed resilience, adaptation and transformation and ensure outreach so that countries and country projects are aware of and can access materials

89. Constraints to conserve and use agrobiodiversity will be addressed and countries will be trained in assessing resilience using a diagnostic framework:

**Figure 6:** Diagnostic framework to identify where the deliberate use of appropriate agrobiodiversity can improve agricultural production



90. Activities related to Capacity for countries and regional bodies in place to use a diagnostic framework to assess contributions of traditional crop varieties and animal breeds to resilience of agricultural productivity to climate variability and shocks and to identify where the deliberate use of appropriate agrobiodiversity can improve agricultural production. include:

1. Update portfolio of interventions in the diagnostic framework based on Component 2.2. consolidation of interventions
2. Translation Framework into French and develop bilingual training module for the diagnostic tool use for crop varieties and animal breeds.
3. Training of Master trainers (a minimum of two male and two female partner from each of the 12 countries) to use the diagnostic decision-making framework (done jointly with 3.3.2.2)
4. Cross country workshops to apply diagnostic framework to information analyzed from Diversity assessment and analysis tools from 3.3.1 and 3.3.2 - workshops done jointly with 3.3.1.3 and 3.3.2.5
5. Regional analysis workshop and preparation of knowledge products from using a diagnostic framework for agrobiodiversity use for resilience

*Indicators: (i) Number of IAP countries and regional bodies with capacity to use a diagnostic framework to assess contributions of traditional crop varieties and animal breeds to resilience of agricultural productivity to climate variability and shocks*

91. **Component 4: Coordination, reporting and general management functions across IAP projects for Programmatic impact, visibility and coherence.** This component will contribute to GEF cross-cutting objective related to learning, sharing of experiences and scaling up through advocacy and dissemination of information and best practices. This component will also establish the Governance structure needed to operate the Program. It builds on a strong baseline provided by IFAD and ICRAF as well as other the participating institutions. Component 4 will receive baseline support from IFAD in its capacity as the lead agency for the IAP-Food Security. The IAP grant is in most of the co-managed with IFAD's core investment, meaning that the two have been co-designed to ensure perfect complementarity and. In all cases, the IAP grant sits on a very strong IFAD baseline which allows the IAP grant to maximize co-financing and leveraging of resilient and food secure investments. The grant and the baseline will be coordinated by the project coordinator. The IAP provides a unique opportunity for IFAD to bring together and share experiences from its considerable investments in research and development of smallholder agriculture in SSA, including: support to strengthening policies and strategies for INRM; scaling up of climate smart agriculture, crop value chains, and rehabilitation of degraded land; as well as support to monitoring, assessment and dissemination of results through use of e.g. innovation platforms. Specific activities and links to the country projects are described below in the outcomes/components section.

## **Outcome 4.1 Structures and processes in place to ensure Program coherence, reporting, aggregation and comparability**

### **Output 4.1.1. Program monitoring system in place and implementation based on adaptive results-based management**

92. The Program M&E plan and a proposed framework for Outcome Mapping (OM) of longer term impacts are found in Appendix 6. OM is a methodology that aims to bring about sustainable social change. Its niche is understanding outcomes, the so-called 'missing middle' or 'black box' of results that emerge downstream from the initiatives activities but upstream from longer-term economic, environmental, political and demographic changes. OM unpacks the theory of change and provides a framework for collecting data on immediate, basic changes that lead to longer, more transformative change, and allows for a plausible assessment of the initiative's contribution to results. OM focuses less on the project's/Programme's actual progress, but more on its influence, both deliberate and unintended, during its progression. OM and 'results-based-management' can complement each other, and data on behavioural change can complement data on more tangible parameters, such as area under improved management and land cover change. Rather than assigning credit for achieving a particular impact, the emphasis of OM is on monitoring and reporting changes in the actions of the actors involved.

#### **Activities include:**

Establishment of Program monitoring and evaluation system and reporting including both a system for results-based management and its relationship to outcome mapping

Identification of baseline and targets for Program-level indicators to monitor global environmental benefits as well as socio-economic and food security benefits and their subsequent tracking

*Indicators: i) M&E system in place for the IAP Program for monitoring and aggregation of results from the country projects; ii) Baseline and targets for Program-level monitoring refined; iii) Annual Project Implementation Review (PIR) reports submitted to the GEF Secretariat; iv) Six-monthly progress reports submitted to IFAD*

## **Outcome 4.2 Framework for knowledge management, communication and south-south exchange for synthesis and experienced based learning to integrate information on ecosystem services and social issues**

**Output 4.2.1 Communication and dissemination of Program results** will target different audiences, ranging from internal, public, technical to policy, using multiple channels (see figure below).

93. The knowledge management and communication plan will ensure coordinated and effective dissemination of results from all project components of messages tailored to the needs of different audiences. The purpose is thus to provide concerted support to:

#### Knowledge management, including:

- Gathering and synthesizing information, best practices, and evidence to support Program and project goals
- Build knowledge platform for beneficiaries and practitioners to facilitate south-south exchanges
- Build evidence base for resilient and sustainable agricultural and resource management practices
- Encourage South-South exchanges between projects and stakeholder groups

#### Internal coordination, including:

- Enhance the coherence and coordination of project planning, implementation, monitoring, and assessment.
- Encourage collaboration between lead agencies, target countries, and smallholder farmers at the international, national, and project level



Transparency and visibility:

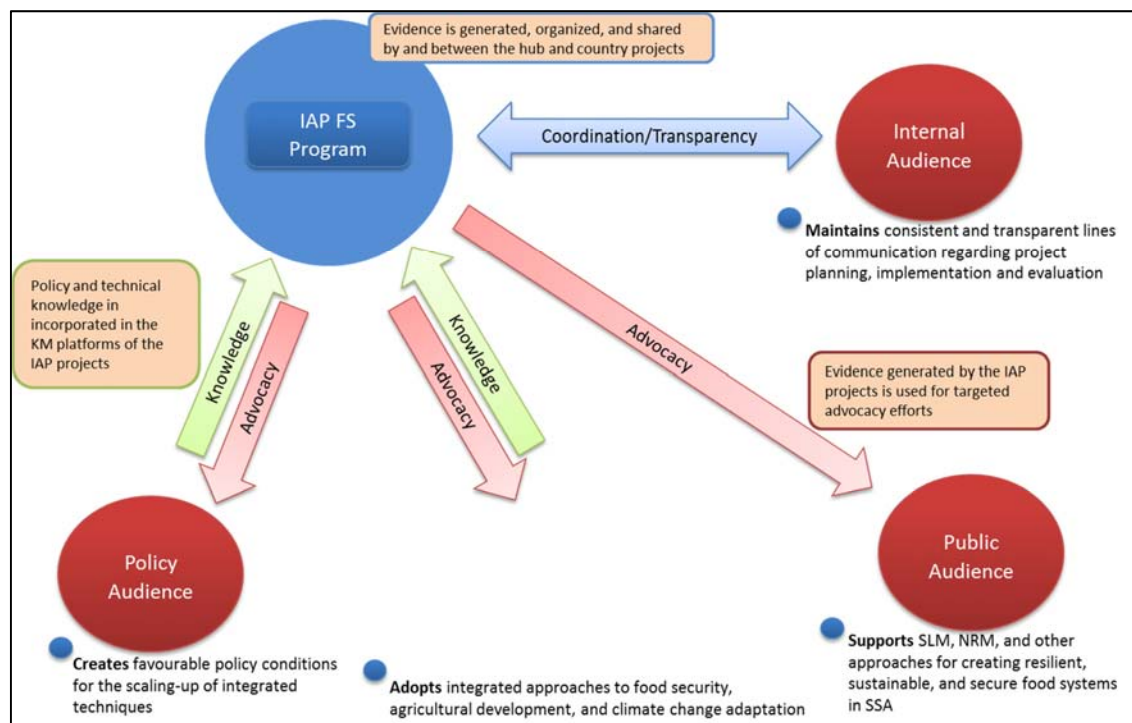
- Ensure high degree of transparency during project lifetime including on the use of funds
- Give access to information (RBM-type of data and project stories)
- Raise awareness and visibility of IAP-FS projects
- Develop relationships that may lead to strategic partnerships for IAP and other IFAD/ECD projects

Advocacy:

- Use evidence from K&M to establish policy advocacy plans
- Develop relationships between stakeholder groups that support overall Programme objectives and outcomes

94. The tailoring of information to different IAP Program targeted audiences is visualized below:

**Figure 7:** Tailoring of information to different IAP Program targeted audiences



**Activities will include:**

1. Finalisation of Program-level KM and communication plan (See Attachment 6.3: Summary of key elements of KM and communication plan)
2. Establishment of Program website
3. Development of outreach material (such as leaflets/posters, etc.) involving comparative analysis of experience across projects and informed by outcome mapping
4. Dissemination of results (informed by tracking behavioural change) through multiple channels, e.g. regular blogs, social media updates, audio-visuals, share fairs, , etc.
5. South-south knowledge exchange annual workshops

*Indicators: i) Program website established and regularly updated; ii) Program newsletters and outreach materials developed and disseminated through e.g. social media (Facebook, Twitter), audio-visual communication; iii) Number of South-South communication and dissemination events held*

### **Outcome 4.3 Impact assessment of projects and Programs**

#### **Activities will include:**

1. Finalisation of outcome mapping of key boundary partners and identification of impact pathways and subsequent tracking of behavioural change
2. Program mid-term evaluation
3. Program final evaluation

*Indicators: Program mid-term review and final evaluation reports, and impact pathway assessment*

## **Appendix 5: Institutional aspects and implementation arrangements**

1. This section will describe the implementation arrangements of (i) the Hub project and (ii) the overall Program (Hub project and twelve country projects).
2. **Implementation arrangements of the Hub project:** The Hub project, through the establishment of the PCU and of two Committees, will support overall coordination of the IAP-Food Security Program and will deliver specific activities to support the agenda of the Program, regionally and at country level. This coordination will be supported by IFAD, in its capacity as the lead GEF agency for the Program and on behalf of and in consultation with the GEF Secretariat, through a P4 Specialist in Addis Abba who will provide overall supervision.
3. The Hub project will be executed by FAO, UNDP (with AGRA), UNEP (with Bioversity), CI and ICRAF full-time and part-time personnel (see paragraphs below), under the overall guidance of the Program/Project Coordinator, ICRAF in its capacity as host of the PCU and party responsible for coordination; and IFAD in its capacity as GEF Agency for this project and Lead Agency for the Program. Implementation will be largely a cooperative effort. Details on flow of funds and legal arrangements are described in Appendix 7.
4. A Project/Program Coordination Unit (PCU) will be hosted at ICRAF at its Nairobi Headquarters from which the Hub project will be operationally managed. The PCU will include key staff for project management and administration, work plan preparation and technical and financial operation. The unit shall comprise staff directly recruited by the executing agencies: Program/Project Coordinator, Knowledge Management and Communication Specialist (part-time), Gender Specialist (part-time), IAP Food Security Science-Policy Interface Specialist (part-time), Sustainable and Resilient Food Value Chains Expert, Integrated and Natural Resource Management Expert (part-time), IAP Food Security M&A Remote Sensing Analyst, IAP Food Security M&A Technical Manager, who will be also receive technical support from

FAO Rome specialists on M&E and Knowledge Management for advisory services (part-time) and Community-based learning Expert (part-time).

- The staff hired by the executing agencies will report to the Program/Project Coordinator.
- ICRAF will provide administration support to PCU staff.
- Terms of Reference are provided in Appendix 9.
- The PCU will be advised by: (see Annex 5.1: IAP Program organigram):

5. The IAP Steering Committee (ISC) that will be composed of representations of all major executing partners of the Hub project.. The ISC will: (i) provide strategic guidance to project management; (ii) review progress and achievements; (iii) act as a forum for resolving high level decisions and (iv) review the AWPB. As such, the ISC will act as the principal body through which the Program is guided as well as acting as an interface to non-IFAD partners. The ISC shall meet physically once a year. The Secretary shall be the Project Manager of the PCU, who shall ensure that adequate documents and proposals are prepared ahead of each Committee meeting and that notes are taken and duly disseminated. GEF Sec and IFAD will have an observer status. IFAD will exercise a no objection with respect to the decisions of the ISC.

6. The IAP Technical Advisory Committee (AC) that will be composed of selected experts from e.g. the Scientific and Technical Advisory Panel (STAP) of the GEF, the Committee on Science and Technology (CST) of the UNCCD, the Subsidiary Body on Scientific, Technical and Technological Advice (SBSTTA) of the CBD, the Intergovernmental Panel on Climate Change (IPPC) of the UNFCCC, and other relevant experts on ecosystem services and food security from SSA regional bodies, such as CILSS/AGIR, IGAD/IDRISSI, etc.

7. The IAP AC will called upon an ad-hoc basis. The IAP AC is an advisory body to the Program that will provide advice on scientific and technical issues related to achieving global environmental, socio-economic and food security benefits at Program level. It will also, when required, provide technical and strategic advice on institutional frameworks and upscaling of integrated natural resources management. It will provide feedback on the technical and scientific quality of the knowledge products developed by the Program to support country level implementation. It will also assist with identifying opportunities for publication and wider dissemination of key scientific and technical findings of the Program.

8. To ensure efficiency and cost effectiveness and cross-fertilization between the different target geographies, the annual meetings of the IAP Steering and Technical Committees will, to the extent possible, be held back-to-back with GEF Extended Constituency Workshop rotating between SSA sub-regions. Coordination arrangements at national level are assured by each national country project. A national lead entity will ensure that all relevant sectors are consulted and included in the country project as appropriate. Each country will be represented by the national lead entity in the IAP Steering Committee's annual meetings. Terms of Reference for the IAP Steering Committee and Technical Committee are provided in Appendix 9.

9. IFAD will provide the overall guidance of the Hub project in coordination with the executing partners managing the individual components under the IAP-Food Security project. IFAD, in particular, will provide supervision through a P4 in Addis Ababa, guidance through the SC and supervision missions.

10. The five executing agencies will work to implement their components through their hired staff in the PCU, each according to their own modus operandi under the overall guidance of the Program/Project Coordinator and IFAD, in line with the Hub project detailed logical framework, and under the terms and condition of their own grant agreement with IFAD. The agencies' PCU staff will be in constant communication and cooperation to ensure harmonization of the activities. As the overall coordinating agency, IFAD should be included in

all relevant decision making conversations. Day to day communication and management of the agencies does not need IFAD's involvement unless deemed necessary by the agencies.

11. The grantees' hired PCU staff will deliver in close partnership with PCU Coordinator. The PCU Coordinator will have the responsibility of assessing the quality of the delivery of the agencies. It will report and inform IFAD if there are any outstanding issues. IFAD can decide to withhold the distribution of the additional tranches of the IAP fund should the agencies not comply with their tasks and responsibilities stipulated in the grant agreement. High level issues will be brought to the attention of the IAP Steering Committee.

12. **Implementation arrangements of the Program:** The Program (Hub and the twelve country projects) will be implemented by IFAD, FAO, UNDP (with AGRA), UNEP (with Bioversity), World Bank, CI, ICRAF, UNIDO through their country projects and/or role in the Hub project.

13. IFAD as the lead agency for this Program will take responsibility for ensuring the smooth and effective implementation of the Program and will provide continuous briefing on the Program, status and implementation achievements to the partner institutions and GEF.

14. IFAD will provide the overall guidance of the Program, in coordination with the executing partners managing the individual projects under the IAP-Food Security.

15. The six executing agencies will work to implement their projects each according to their own modus operandi under the overall guidance of the PCU Project Coordinator and IFAD.

16. The first year of implementation will describe the modalities in which the Hub project services will be delivering its support to the country projects. More details are provided in the Management Plan for year 1.

Hub Project Services to the Country Projects per Component (**Table 4**)

Potential Hub Project Services to the Country Projects	
Component 1	<ul style="list-style-type: none"> <li>• Sharing of best practices on policy for integrated landscape management</li> <li>• Develop guidelines on how to integrate the identified best practices on SLM/INRM and biodiversity management into existing regulatory frameworks of the country projects</li> <li>• Identify projects' needs with regards to scientific knowledge and tools</li> <li>• A scientific knowledge support interface to share latest scientific knowledge</li> <li>• A set of scientifically sound policy-support tools</li> </ul>
Component 2	<ul style="list-style-type: none"> <li>• Small grants to support greening the value chain</li> <li>• Toolkit on integrating sustainability and resilience in value chain development and scaling up models</li> <li>• Trainings on greening value chains</li> <li>• Capacity development and technical support to countries for strengthening of agricultural advisory service</li> <li>• Technical advice and tools on Monitoring and Evaluation of rural advisory services</li> </ul>

	<ul style="list-style-type: none"> <li>• Organization of study tours and exchange visits for peer to peer learning</li> </ul>
Component 3	<ul style="list-style-type: none"> <li>• Vital Sign Atlases</li> <li>• DATAR capacity development, technical advice, and tools</li> <li>• National capacity developed to identify and use agrobiodiversity in fields and rangelands to improve agricultural production and resilience</li> <li>• Development of a regional south-south network on assessment practice</li> <li>• Workshops</li> </ul>
Component 4	<ul style="list-style-type: none"> <li>• Facilitation of learning exchanges</li> <li>• Knowledge sharing material (best practices, lessons learnt, progress etc).</li> <li>• Annual workshops</li> <li>• Ad-hoc technical support</li> <li>• Program website and communication material</li> </ul>

17. The direct link of the Hub project with all IAP-FS projects will ensure the participation of the responsible agencies as well as national institutions as they will perceive direct benefits through sharing their achievements and lessons as well as learning from other experiences to enhance their practices and overcome some of the challenges. Partner agencies will be responsible for feeding in data and information to the M&A and KM systems.

18. Through IAP-FS country projects, the Hub will link up to national beneficiaries working on INRM, food security and resilience in the field. The Hub project, through the Knowledge Management and Communication Specialist in the PCU, will work closely with national staff to extract INRM best and innovative practices to package and disseminate to the regional network. The project will also disseminate such practices and lessons learned to national beneficiaries.

19. To ensure maximum Program Coordination, the Hub project institutions and country projects representatives will meet twice a year during the first two years of implementation and once a year starting year 3. Program representatives will participate in IFAD regional workshops &/or the annual GEF Expanded Constituency Workshop (ECW).

20. **IFAD's role:** IFAD will be responsible for the overall guidance of the Hub project and of the Program, in particular through supervision support through a P4 position in Addis Ababa and with supervision missions. IFAD will not act in an executing (direct project delivery) capacity. IFAD will sign five grants agreements with the five executing agencies for the distribution of the IAP funds. See the "flow of funds" section. IFAD will be closely involved in the strategic program relevant key decision making, while delegating the day to day actions. IFAD will receive annually from the agencies the country project PIRs and twice a year a brief progress report, and will report annually the Programmatic PIR to the GEF SecIFAD reserves the right to withhold additional tranches of IAP funding should the agencies not comply with their tasks and responsibilities stipulated in the grant agreement.

### Technical and Financial Reporting

21. The main reporting outputs from the grantee institutions to IFAD via the PCU Coordinator will be:

- **M&E/M&A indicators (annual)**
- **Lessons learned , best practices**
- **Financial report (biannual)**
- **AWPBs (annual)**
- **Progress reports (annual)**
- **Brief progress reports (twice a year)**

22. The progress reports should present the main achievements, issues and constraints of the reporting period, information on financial and physical achievements in comparison with targets set in AWPBs as well as possible impact and outreach. The reports should highlight the implementation strategy and indicate challenges and the reasons for them. Specific reference should be made to recommendations by supervision missions.

23. The PCU Coordinator will then submit to the IAP Task Manager:

- **Aggregated AWPB (annual)**
- **Aggregated PIRs (annual)**
- **Progress reports (annual)**

24. IFAD Headquarters will further submit to the GEF Secretariat:

- **Programmatic PIR (annual)**
- **PIR (annual)**

25. This exercise is a self-assessment of the individual project grant's implementation progress and likelihood of achieving project objectives which were set and endorsed by the GEF and approved by IFAD within the fiscal year. Submission of PIR is part of the Annual Monitoring Review (AMR), the principle instrument for reporting to the GEF Secretariat.

26. The country projects will be strongly linked to the Hub project throughout the life of this Program, through a supply and demand driven approach (see table below). The country project Coordinators will be reporting to the PCU Coordinator:

- **PIRs (annual)**
- **Progress report (annual)**
- **Brief progress reports (twice a year)**
- **M&E/M&A indicators (annual)**
- **Lessons learned , best practices**
- **GEBs**

27. And will answer to their GEF agencies. Any other reporting will be directly to the GEF.

28. GEF Implementing Agencies for the IAP country projects have a reporting requirement to the donor, which is ultimately the responsibility of the Implementing Agency. However IFAD is responsible for amalgamating this reporting to the GEF in so far as it relates to overall program level concerns. IFAD will advise the GEF if respective Implementing Agencies are

not providing IFAD with the correct type, level or timeliness of information for IFAD to discharge this collective progress reporting duty.

29. The recipients of grants specifically to help deliver the Hub project will have a higher and more direct responsibility to provide detailed technical and fiduciary reporting to the PCU

30. The grant progress reports must contain financial reports disclosing the following:

- How is the project performing? - How much funds have been utilized for the agreed activities/components to date and what is the actual financial performance compared to the planned targets? What is being achieved with the used resources and is the project reaching its objectives?
- Is project meeting its fiduciary responsibility: What expenditures were incurred, by whom and how were these financed? – Any ineligible expenditures, over/ under spending or reallocation needed?
- Is there value for money? What expenditures were incurred under the activities and what were the achieved outputs for each activity and component.

31. Each grantee will be responsible annually for the submission of the AWPB for their Hub project activities and for their country projects to the Program Lead Agency (IFAD) and the PCU hosted by ICRAF.

32. The agencies will provide inputs to the M&E/M&A system and the knowledge management platform through the relative PCU staff. They will also contribute to the IAP FS through sharing their IRNM experiences and lessons learned within their local INRM projects. These projects will be the direct beneficiaries of the knowledge management services provided by the Hub project.

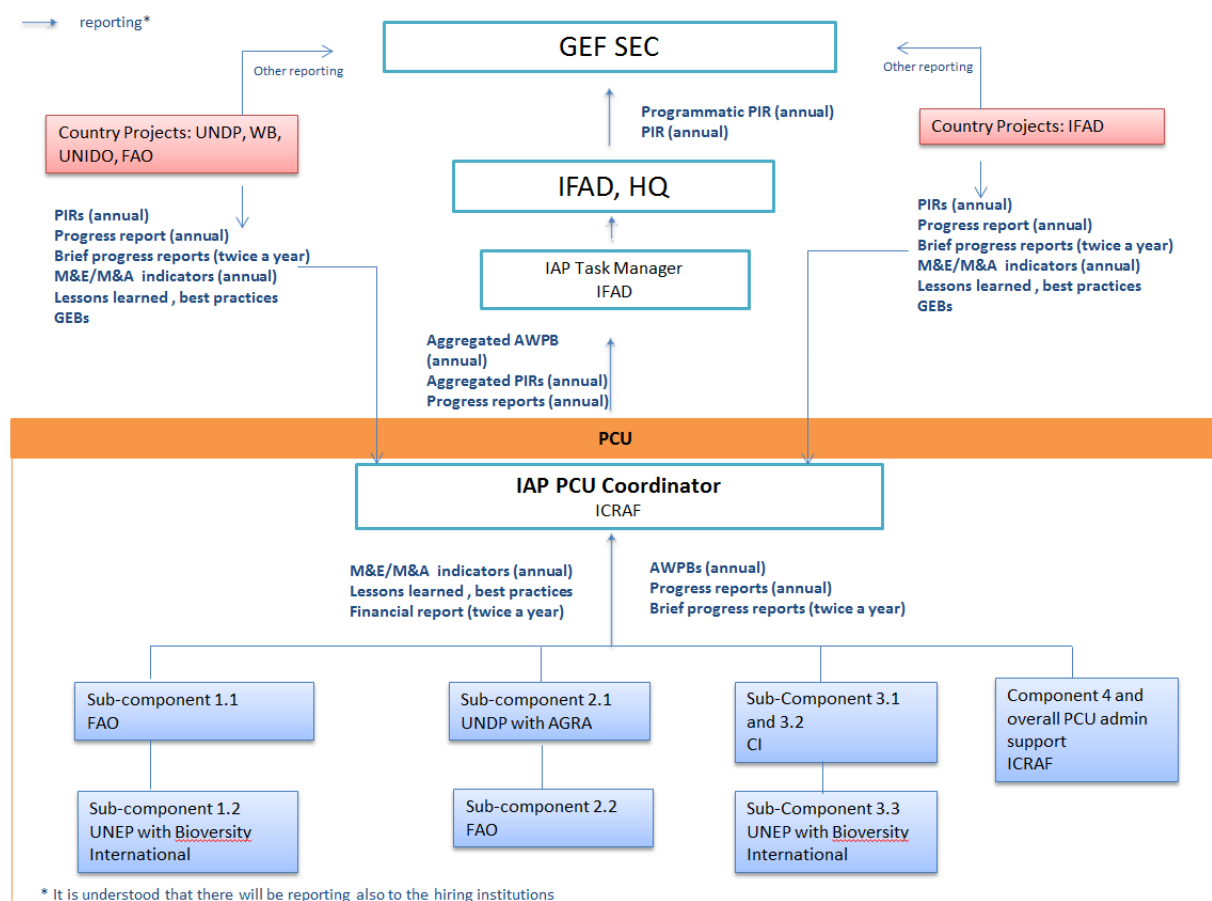
33. Results of the country projects will be aggregated at PCU level and contribute to the Global Environmental Benefits at Program level.

34. The grant recipients will also provide a final report to the PCU 3 months before the closure of the Hub project.

35. Reporting of the country projects will be supported by the GEF 6 IAP Food Security Tracking Tool. The GEF-6 IAP Food Security Tracking Tool (TT) is an important instrument to track GEBs in line with GEF Programme and Focal Area objectives, and to roll up indicators from the individual project level to the portfolio level and to track overall IAP Programme performance and its contribution to the specific focal areas. The TT consists of four sheets: 1) Context and Beneficiaries, 2) Land Degradation, 3) Biodiversity, 4) Climate Change Mitigation. According to the GEF M&E Policy, it will be filled out in excel, three times during the life of the project, i.e. prior to GEF approval, at mid-term and at project end. Not all TT data requests can be readily provided at project preparation; wherever there is data missing, this will be noted in the initial TT and be addressed during baseline assessment and completion in project year one. This will be part of the adaptive management approach, ensuring a closer integration of the different tools and approaches within the M&E framework.

36. It is understood that there will be reporting from the country projects and PCU staff also to the hiring institutions.

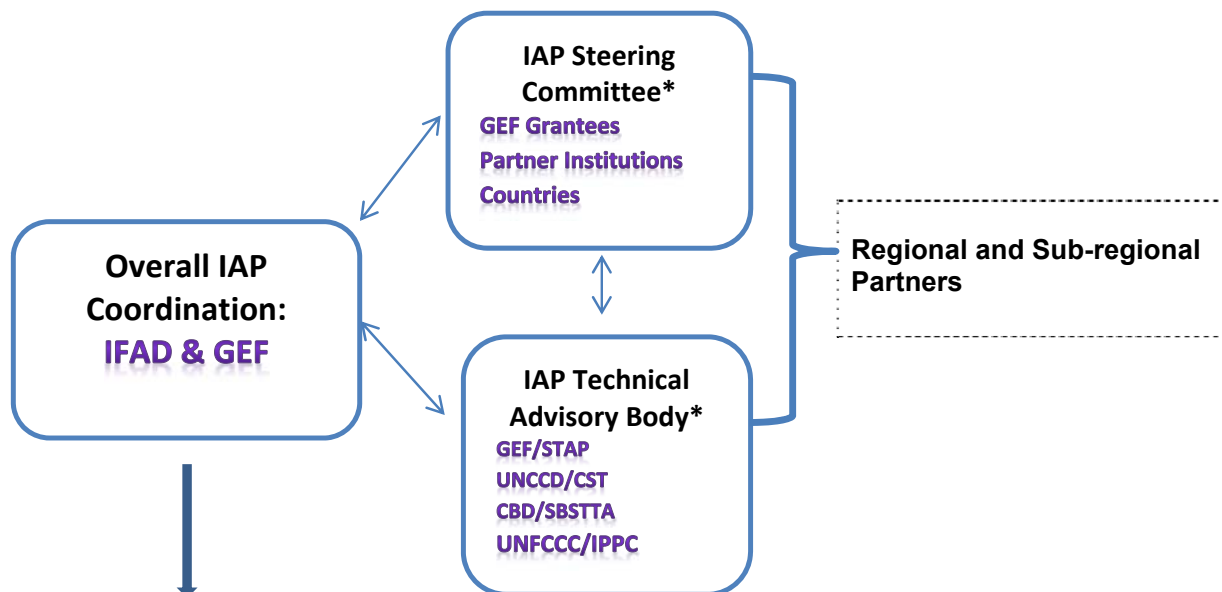
**Figure 8:** IAP Program Reporting Organigram



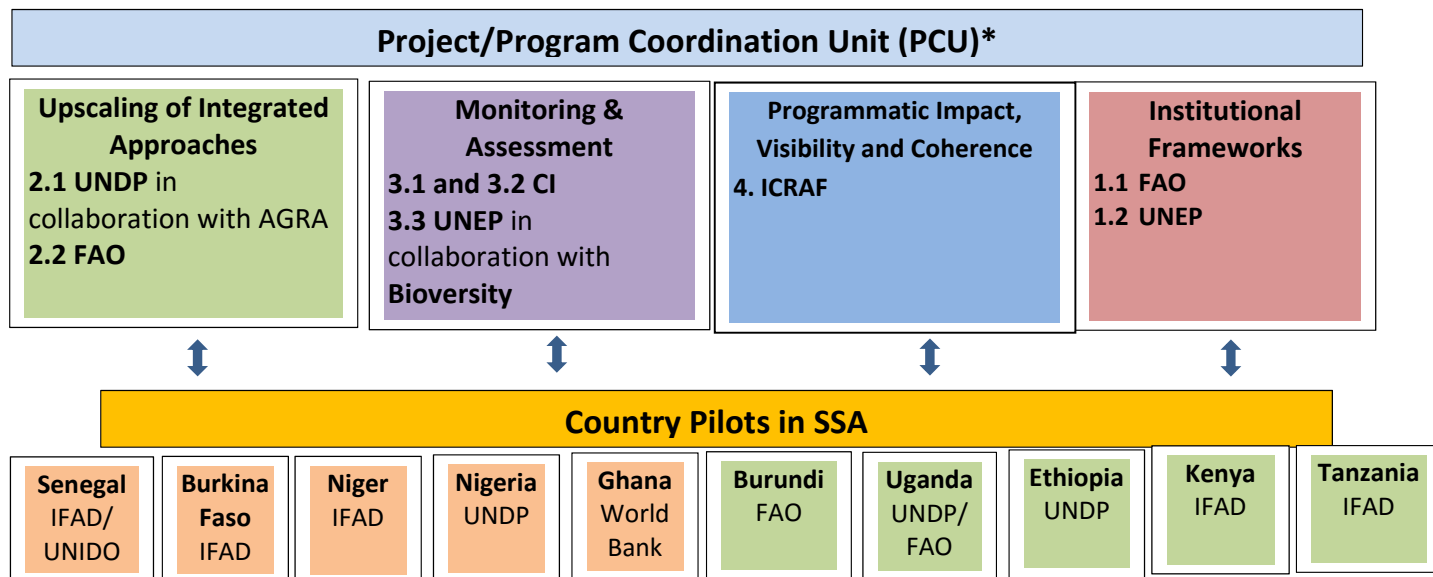
## Annex 5.1: Organisational charts and organigram

IAP Program organigram (Figure 3)

\*Established & operated via Component 4 of the Hub project







## Annex 5.2. Management Plan

The Hub project is a regional project that will deliver capacity building, knowledge services and coordination to support the 12 country level GEF funded projects; with the overall objective of facilitating integration of sound management of natural capital and ecosystem services into investments that aim to improve smallholder agriculture and food security. The twelve countries are: Malawi, Tanzania, Kenya, Swaziland, Senegal, Burkina Faso, Niger, Nigeria, Uganda, Ghana, Ethiopia, Burundi.

The Hub project and the Overall Program will be operational through the establishment of the Programme Coordination Unit (PCU) based in Nairobi. The PCU will be composed of the Project Coordinator, in charge of the overall implementation of the Program, with support from technical specialists assigned by the executing agencies. The PCU will also benefit from the support of a specialist directly recruited by IFAD and based in Addis Ababa, in charge of the overall supervision. IFAD will have an active implementation role in the first years, through support from Addis Ababa and Rome, to ensure smooth implementation and coordination. The first year of implementation will indeed be critical and will be carried out through the following steps:

1. Establishment of the PCU and coordinator/specialists recruitment: the PCU will be based at ICRAF headquarters in Nairobi, Kenya. TORs are provided in Appendix 9
2. PCU to review and update of the design teams questionnaire's results on activities proposed by countries to be included within each IAP knowledge platform
3. PCU to review and refine capacities to be brought from the executing partners
4. Official launch of the IAP-FS Program: the workshop will have the following functions: i) ensure a common understanding of the Program, Hub and country projects roles; ii) reconfirm needs of the country projects in terms of what the Hub project could provide as support; iii) opportunity of the executing partners to present their role and; iv) build a sense of collective vision and belonging to a bigger Program; v) make external key player aware of the launch of the IAP and bring their insights into the Program.
5. Matching exercise on needs of the country projects and capacities the brought from the executing partners
6. Systemize activities into a multi-year general AWBP, and then to a more detailed one
7. Identify the most efficient option for delivering the range of activities in a cost-effective way that will benefit most of the country projects
8. Pilot the delivery modality and modify when necessary
9. Annual workshop: the annual workshop (semi-annually for the first two years) will build on the results of the matching exercise. It will provide capacity building to the country projects, review the progress made by the country and Hub project, ensure harmonization between the country and the Hub projects.

## Annex 5.2: Hub project implementation partner organisations

1. **FAO.** The Food and Agriculture Organization is an agency of the United Nations aiming at defeating hunger. Serving both developed and developing countries, FAO acts as a neutral forum where all nations meet as equals to negotiate agreements and debate policy. FAO provides technical support, is a source of knowledge and information, and helps developing countries and countries in transition modernize and improve agriculture, forestry and fisheries practices, ensuring good nutrition and food security for all. FAO is responsible for sub-component 1.1 and for sub-component 2.2.
2. **UNDP.** The United Nations Development Programme (UNDP) is the United Nations' global development network. UNDP works in some 170 countries and territories, helping to achieve the eradication of poverty, and the reduction of inequalities and exclusion. To accomplish the MDGs and encourage global development, UNDP focuses on poverty reduction, HIV/AIDS, democratic governance, energy and environment, social development, and crisis prevention and recovery. UNDP also encourages the protection of human rights and the empowerment of women in all of its Programmes. UNDP, with AGRA is responsible for sub-component 2.2.
3. **UNEP.** The United Nations Environment Programme (UNEP) is an agency of the United Nations that coordinates its environmental activities, assisting developing countries in implementing environmentally sound policies and practices. Its activities cover a wide range of issues regarding the atmosphere, marine and terrestrial ecosystems, environmental governance and green economy. It has played a significant role in developing international environmental conventions, promoting environmental science and information and illustrating the way those can be implemented in conjunction with policy, working on the development and implementation of policy with national governments, regional institutions in conjunction with environmental NGOs. UNEP, with Bioversity International, is responsible for sub-components 1.2, 3.3.2 and 3.3.3.
4. **CI.** Conservation International (CI) is an American non-profit environmental organization. Its goal is to protect nature as a source of food, fresh water, livelihoods and a stable climate. CI's work focuses on science, policy, and partnership with businesses and communities. CI is responsible for sub-components 3.1, 3.2 and 3.3.
5. **ICRAF.** The World Agroforestry Centre (ICRAF) is a CGIAR Consortium Research Centre. ICRAF's headquarters are in Nairobi, Kenya, with six regional offices located in Cameroon, China, India, Indonesia, Kenya and Peru. The Centre's vision is a rural transformation throughout the tropics as smallholder households increase their use of trees in agricultural landscapes to improve their food security, nutrition security, income, health, shelter, social cohesion, energy resources and environmental sustainability. ICRAF is hosting the PCU and is responsible for Component 4.

**Table 14: IAP Program Partner Roles**

Institution	Country project role and/or role(s) in the Hub project	Hub Implementation Arrangements	Program Implementation Arrangements
IFAD	<p>IFAD is in charge of the overall guidance of the Hub project.</p> <p>IFAD is responsible for the the Kenya, Swaziland, Malawi, Burkina Faso, Niger and Tanzania projects. IFAD with UNIDO are responsible for the implementation of the Senegal project.</p>	<ul style="list-style-type: none"> <li>•IFAD is the lead agency for the IAP FS</li> <li>•IFAD will sign five grants agreements with the five lead executing agencies of the Hub project for the distribution the IAP funds to the Hub</li> <li>•IFAD will exercise a no objection with respect to the decisions of the ISC. The ISC will invite IFAD to participate in Steering Committee meetings as an observer.</li> <li>•IFAD will provide supervision and implementation support in part through a dedicated Task Manager</li> <li>•IFAD reserves the right to withhold the distribution of the additional tranches of the IAP fund should the agencies not comply to their tasks and responsibilities stipulated in the respective grant agreements to executing partners</li> </ul>	<ul style="list-style-type: none"> <li>•IFAD will be responsible for submitting on an annual basis and as part of the GEF-Annual Monitoring Review Process (AMR), the Project Implementation Review (PIR) plus a consolidated report on progress of the entire Program (PIR-Program). This consolidated PIR-Program will include key issues related to Program development, GEF-RBM requirements and it will show how each project would contribute to the Program goal and objectives.</li> <li>•IFAD is responsible for Tanzania, Malawi, Swaziland, Kenya, Burkina Faso, Niger country projects and the country teams will be in communication with the PCU.</li> <li>•IFAD and UNIDO are responsible for the Senegal project and the country teams will be in communication with the PCU.</li> </ul> <p><u>Reporting</u>  <u>IFAD Country Project to Program/Project Coordinator:</u></p> <ul style="list-style-type: none"> <li>• <u>PIRs (annual)</u></li> <li>• <u>Progress report (annual)</u></li> <li>• <u>Brief progress reports (twice a year)</u></li> <li>• <u>M&amp;E/M&amp;A indicators (annual)</u></li> <li>• <u>Lessons learned , best practices</u></li> <li>• <u>GEBs</u></li> </ul>
FAO	<p>FAO is responsible for the execution of sub-component 1.1 and sub-component 2.2. of the Hub project.</p> <p>FAO is responsible for the implementation of the Burundi project. FAO and UNDP are responsible for the implementation of the</p>	<ul style="list-style-type: none"> <li>•FAO is the executing partner for sub-component 1.1 and sub-component 2.2</li> <li>•FAO will sign a large grant agreement with IFAD to allow the distribution of the IAP funds against the execution of its Hub components/activities Under the overall guidance of IFAD, FAO will ensure the day to day management of the various components and activities of the Hub project</li> <li>•FAO will work to implement its components according to its own modus operandi under the overall guidance of the PCU Project Coordinator and IFAD, in line with the Hub project detailed logical framework, and under the terms and condition of their own large grant agreement with IFAD</li> <li>•FAO will be in constant communication and cooperation with the other</li> </ul>	<ul style="list-style-type: none"> <li>•FAO is the implementation partner for the Burundi country project</li> <li>•FAO and UNDP are responsible for the implementation of the Uganda project</li> </ul> <p><u>Reporting</u>  <u>FAO Country Project to PCU Coordinator:</u></p> <ul style="list-style-type: none"> <li>• <u>PIRs (annual)</u></li> <li>• <u>Progress report (annual)</u></li> <li>• <u>Brief progress reports (twice a year)</u></li> <li>• <u>M&amp;E/M&amp;A indicators (annual)</u></li> </ul>

	Uganda project.	<p>agencies and in particular with UNEP and UNDP to ensure harmonization of the activities.</p> <ul style="list-style-type: none"> <li>•FAO will hire, as a PCU staff the Integrated and Natural Resources Management (INRM) expert (part time) based in Kenya and the Community-based learning expert (part time) based in Rome</li> <li>•FAO and UNEP will hire, as a PCU staff the IAP Food Security Science-Policy Interface Specialist based in Nairobi</li> <li>FAO will hire, as PCU staff, an Expert on M&amp;E and knowledge management for advisory services (part time) based in Rome</li> </ul>	<ul style="list-style-type: none"> <li>• <u>Lessons learned , best practices</u></li> <li>• <u>GEBs</u></li> </ul> <p>FAO staff part of the PCU to PCU Coordinator:</p> <ul style="list-style-type: none"> <li>• M&amp;E/M&amp;A indicators (annual)</li> <li>• Lessons learned , best practices</li> <li>• Financial report (twice a year)</li> <li>• AWPBs (annual)</li> <li>• Progress reports (annual)</li> <li>• Brief progress reports (twice a year)</li> </ul>
UNDP	<p>UNDP (with AGRA) is responsible for the execution of sub-component 2.1 of the Hub project.</p> <p>UNDP is responsible for the implementation of the Ethiopia, Nigeria projects.</p> <p>UNDP and FAO are responsible for the implementation of the Uganda project.</p>	<ul style="list-style-type: none"> <li>•UNDP (with AGRA) is the executing partner for sub-component 2.1</li> <li>•UNDP will sign a large grant agreement with IFAD to allow the distribution of the IAP funds against the execution of its Hub components/activities</li> <li>•UNDP will sign a sub-agreements with AGRA. The sub-agreement will be subject to prior IFAD review and approval.</li> <li>•Under the overall guidance of IFAD, UNDP will ensure the day to day management of the various components and activities of the Hub project</li> <li>•UNDP will work to implement its components according to its own modus operandi under the overall guidance of the PCU Project Coordinator and IFAD, in line with the Hub project detailed logical framework, and under the terms and condition of their own large grant agreement with IFAD.</li> <li>•UNDP will be in constant communication and cooperation with the other agencies and in particular with FAO and AGRA to ensure harmonization of the activities.</li> <li>•UNDP will hire, as PCU staff, a Sustainable and Resilient Food Value Chains Expert</li> </ul>	<ul style="list-style-type: none"> <li>•UNDP is the implementing partner for the Ethiopia and Nigeria projects</li> <li>•UNDP and FAO are responsible for the implementation of the Uganda project</li> </ul> <p><u>Reporting</u></p> <p>UNDP <u>Country Projects to PCU Coordinator:</u></p> <ul style="list-style-type: none"> <li>• <u>PIRs (annual)</u></li> <li>• <u>Progress report (annual)</u></li> <li>• <u>Brief progress reports (twice a year)</u></li> <li>• <u>M&amp;E/M&amp;A indicators (annual)</u></li> <li>• <u>Lessons learned , best practices</u></li> <li>• <u>GEBs</u></li> </ul> <p>UNDP staff part of the PCU to PCU Coordinator:</p> <ul style="list-style-type: none"> <li>• M&amp;E/M&amp;A indicators (annual)</li> <li>• Lessons learned , best practices</li> <li>• Financial report (twice a year)</li> <li>• AWPBs (annual)</li> <li>• Progress reports (annual)</li> <li>• Brief progress reports (twice a year)</li> </ul>
UNEP	UNEP (with Bioversity International ) is responsible for the execution of sub-components 1.2, 3.3.2 and 3.3.3 of the Hub project.	<ul style="list-style-type: none"> <li>•UNEP (with Bioversity International) is the executing partner for sub-components 1.2, 3.3.2 and 3.3.3</li> <li>•UNEP will sign a large grant agreement with IFAD to allow the distribution of the IAP funds against the execution of its Hub components/activities</li> <li>•UNEP will sign a sub-agreements with Bioversity. The sub-agreement will be subject to prior IFAD review and approval.</li> <li>•Under the overall guidance of IFAD, UNEP will ensure the day to day management of the various components and activities of the Hub project</li> </ul>	<p><u>Reporting</u></p> <p>UNEP <u>Country Project to PCU Coordinator:</u></p> <ul style="list-style-type: none"> <li>• <u>PIRs (annual)</u></li> <li>• <u>Progress report (annual)</u></li> <li>• <u>Brief progress reports (twice a year)</u></li> <li>• <u>M&amp;E/M&amp;A indicators (annual)</u></li> <li>• <u>Lessons learned , best practices</u></li> <li>• <u>GEBs</u></li> </ul>

		<ul style="list-style-type: none"> <li>• UNEP will work to implement its components according to its own modus operandi under the overall guidance of the PCU Project Coordinator and IFAD, in line with the Hub project detailed logical framework, and under the terms and condition of their own large grant agreement with IFAD.</li> <li>• UNEP will be in constant communication and cooperation with the other agencies and in particular with FAO, CI and Bioversity to ensure harmonization of the activities.</li> <li>• UNEP and FAO will hire, as PCU staff, the IAP Food Security Science-Policy Interface Specialist based in Nairobi</li> </ul>	<p>UNEP staff part of the PCU to PCU Coordinator:</p> <ul style="list-style-type: none"> <li>• M&amp;E/M&amp;A indicators (annual)</li> <li>• Lessons learned , best practices</li> <li>• Financial report (twice a year)</li> <li>• AWPBs (annual)</li> <li>• Progress reports (annual)</li> <li>• Brief progress reports (twice a year)</li> </ul>
CI	CI is responsible for the execution of sub-components 3.1, 3.2, 3.31 and 3.32 (with UNEP).	<ul style="list-style-type: none"> <li>• CI is an executing partner for sub-components 3.1, 3.2, 3.3.1 and 3.3.2 (with UNEP).</li> <li>• CI will sign a large grant agreement with IFAD to allow the distribution of the IAP funds against the execution of its Hub components/activities</li> <li>• Under the overall guidance of IFAD, CI will ensure the day to day management of the various components and activities of the Hub project</li> <li>• CI will work to implement its components according to its own modus operandi under the overall guidance of the PCU Project Coordinator and IFAD, in line with the Hub project detailed logical framework, and under the terms and condition of their own large grant agreement with IFAD.</li> <li>• CI will be in constant communication and cooperation with the other agencies and in particular with UNEP and Bioversity to ensure harmonization of the activities.</li> <li>• CI will hire, as PCU staff, the IAP Food Security M&amp;A Technical Manager based in Nairobi and a IAP Food Security M&amp;A Remote Sensing Analyst based in Nairobi</li> </ul>	<p><u>Reporting</u></p> <p>CI staff part of the PCU to PCU Coordinator:</p> <ul style="list-style-type: none"> <li>• M&amp;E/M&amp;A indicators (annual)</li> <li>• Lessons learned , best practices</li> <li>• Financial report (twice a year)</li> <li>• AWPBs (annual)</li> <li>• Progress reports (annual)</li> <li>• Brief progress reports (twice a year)</li> </ul>
ICRAF	ICRAF is hosting and managing the PCU and is responsible for the execution of Component 4 of the Hub project..	<ul style="list-style-type: none"> <li>• ICRAF is the executing partner for Component 4</li> <li>• ICRAF will host and manage a Project/Program Coordination Unit (PCU) at its Nairobi Headquarters from which the Hub project will be operationally managed</li> <li>• The agencies are under obligation to deliver in close partnership with the PCU</li> <li>• The PCU will have the indirect responsibility of assessing the quality of the delivery of the agencies. It will report and inform IFAD if there are any outstanding issues.</li> <li>• ICRAF will provide the office space, working material (desks, computers, printers, office material) and provide the day to day office management support to all the PCU staff (also when hired by other IAP agencies).</li> <li>• ICRAF will put in place and manage the IAP Technical Committee and the IAP Steering Committee</li> <li>• ICRAF will sign a large grant agreement with IFAD to allow the distribution of the IAP funds against the execution of its Hub components/activities</li> </ul>	<p>• ICRAF will host and manage a Project/Program Coordination Unit (PCU) at its Nairobi Headquarters from which the Hub project will be operationally managed.</p> <p><u>Reporting</u></p> <p>ICRAF staff part of the PCU to PCU Coordinator:</p> <ul style="list-style-type: none"> <li>• M&amp;E/M&amp;A indicators (annual)</li> <li>• Lessons learned , best practices</li> <li>• Financial report (twice a year)</li> <li>• AWPBs (annual)</li> <li>• Progress reports (annual)</li> <li>• Brief progress reports (twice a year)</li> </ul>

		<ul style="list-style-type: none"> <li>•Under the overall guidance of IFAD, ICRAF will ensure the day to day management of the various components and activities of the Hub project</li> <li>•ICRAF will work to implement its components according to its own modus operandi under the overall guidance of IFAD, in line with the Hub project detailed logical framework, and under the terms and condition of their own large grant agreement with IFAD</li> <li>•ICRAF will be in constant communication and cooperation with the other agencies</li> <li>•ICRAF will hire, as PCU staff (full-time and part-time), the IAP Project/Program Coordinator, the Knowledge Management and Communication Specialist and the Gender Specialist based in Nairobi</li> <li>•ICRAF will provide administration support to PCU staff</li> </ul>	
UNIDO	UNIDO is responsible, with IFAD, for the Senegal project		<p>•UNIDO is responsible, with IFAD, for the Senegal project</p> <p><u>Reporting</u></p> <p>UNIDO <u>Country Project to PCU Coordinator:</u></p> <ul style="list-style-type: none"> <li>• <u>PIRs (annual)</u></li> <li>• <u>Progress report (annual)</u></li> <li>• <u>Brief progress reports (twice a year)</u></li> <li>• <u>M&amp;E/M&amp;A indicators (annual)</u></li> <li>• <u>Lessons learned , best practices</u></li> <li>• <u>GEBs</u></li> </ul>
The World Bank	The World Bank is responsible for the Ghana project		<p>•WB is responsible for the Ghana project</p> <p><u>Reporting</u></p> <p>World Bank <u>Country Project to PCU Coordinator:</u></p> <ul style="list-style-type: none"> <li>• <u>PIRs (annual)</u></li> <li>• <u>Progress report (annual)</u></li> <li>• <u>Brief progress reports (twice a year)</u></li> <li>• <u>M&amp;E/M&amp;A indicators (annual)</u></li> <li>• <u>Lessons learned , best practices</u></li> <li>• <u>GEBs</u></li> </ul> <p>FAO staff part of the PCU to PCU Coordinator:</p> <ul style="list-style-type: none"> <li>• M&amp;E/M&amp;A indicators (annual)</li> <li>• Lessons learned , best practices</li> </ul>

			<ul style="list-style-type: none"> <li>• Financial report (twice a year)</li> <li>• AWPBs (annual)</li> <li>• Progress reports (annual)</li> <li>• Brief progress reports (twice a year)</li> </ul>
AGRA	Agra will be sub-contracted by UNDP to execute aspects of sub-component 2.1 of the Hub project.	<ul style="list-style-type: none"> <li>•AGRA is an executing partner for sub-component 2.1, with UNDP</li> <li>•AGRA will be sub-contracted by UNDP. The sub-agreement will be subject to prior IFAD review and approval.</li> <li>•Under the overall guidance of IFAD, AGRA, with UNDP, will ensure the day to day management of the various components and activities of the Hub project</li> <li>•AGRA will work to implement its components according to its own modus operandi under the overall guidance of the PCU Project Coordinator and IFAD, in line with the Hub project detailed logical framework, and under the terms and condition of their own large grant agreement with UNDP.</li> <li>•AGRA will be in constant communication and cooperation with the other agencies and in particular with FAO and UNDP to ensure harmonization of the activities.</li> </ul>	<p><u>Reporting</u></p> <p>AGRA, through UNDP staff part of the PCU to PCU Coordinator:</p> <ul style="list-style-type: none"> <li>• M&amp;E/M&amp;A indicators (annual)</li> <li>• Lessons learned , best practices</li> <li>• Financial report (twice a year)</li> <li>• AWPBs (annual)</li> <li>• Progress reports (annual)</li> <li>• Brief progress reports (twice a year)</li> </ul>
Bioversity International	Bioversity International is responsible for the execution of sub-component 3.3 of the Hub project with UNEP and CI	<ul style="list-style-type: none"> <li>•Bioversity is an executing partner for sub-components 3.3 of the Hub project with UNEP and CI and is supporting activities with UNEP and FAO under Component 1.1 and 1.2 and FAO under Component 2.2</li> <li>•Bioversity will be sub-contracted by UNEP. The sub-agreement will be subject to prior IFAD review and approval.</li> <li>•Under the overall guidance of IFAD, Bioversity, with UNEP, will ensure the day to day management of the various components and activities of the Hub project</li> <li>•Bioversity will work to implement its components according to its own modus operandi under the overall guidance of the PCU Project Coordinator and IFAD, in line with the Hub project detailed logical framework, and under the terms and condition of their own large grant agreement with UNEP.</li> <li>•Bioversity will be in regular communication and cooperation with the other agencies and in particular with UNEP, FAO and CI to ensure harmonization of the activities.</li> </ul>	<p><u>Reporting</u></p> <p>Bioversity, through UNEP staff part of the PCU to PCU Coordinator:</p> <ul style="list-style-type: none"> <li>• M&amp;E/M&amp;A indicators (annual)</li> <li>• Lessons learned , best practices</li> <li>• Financial report (twice a year)</li> <li>• AWPBs (annual)</li> <li>• Progress reports (annual)</li> <li>• Brief progress reports (twice a year)</li> </ul>



## Annex 5.3: Linkages to relevant national development strategies and priorities

**Table 15:** Linkages to relevant national development strategies and priorities

Country Policies and Entities Relevant to IAP Food Security Projects			
Country	Policy	Focus Area(s)	Description
Ethiopia	Agricultural Development-Led Industrialization (ADLI ) strategy	Agricultural development	Focuses on output growth in agriculture through technologies such as fertilizer, seeds, and infrastructure
	Ethiopia Strategic Investment Framework for Sustainable Land Management (ESIF )(2009-2023)	Agricultural development; poverty reduction; food and nutrition security; land and resource management	Aims to improve the livelihoods and economic well-being of the country's farmers, herders and forest resource users by scaling up sustainable land management practices with proven potential to restore, sustain and enhance the productivity of Ethiopia's land resources.
	Agricultural Sector Policy and Investment Framework (PIF )(2010-2020)	Agricultural development; poverty reduction; food and nutrition security; land and resource management	Aims to improve the livelihoods and economic well-being of the country's farmers, herders and forest resource users by scaling up sustainable land management practices with proven potential to restore, sustain and enhance the productivity of Ethiopia's land resources.
	The Growth and Transformation Plan (2011-2015)	Agricultural development; economic development; food and nutrition security; land and resource management; water management	Focuses on enhancing productivity and production of smallholder farmers and pastoralists, strengthening market systems, improving participation and engagement of the private sector, expanding the amount of land under irrigation, and reducing the number of chronically food insecure households.
	The Climate-Resilient Green Economy strategy	Economic development; agricultural development; climate change; environmental sustainability; food and nutrition security; energy; land and resource management	Aims to achieve middle-income status by 2025 while developing a green economy. Based on four pillars: 1) improving crop and livestock production practices for higher food security and farmer income while reducing emissions; 2) protecting and re-establishing forests for their economic and ecosystem services; 3) expanding electricity generation from renewable sources of energy; 4) developing modern and energy-efficient technologies .
	The Policy of Food Security through better Agricultural Productivity	Agricultural development	Aims to develop incentive based productive safety net Programmes for farm regeneration and for voluntary relocation to more productive farmlands to tackle the challenges posed by droughts.

	The Rural Development Strategy	Water resource management; land and resource management; economic development	Enhances the efficient, equitable and optimal utilization of water resources for sustainable agricultural and socioeconomic development, and place small-scale irrigation as a key priority.
	Water Resources Management Policy	Water resource management; land and resource management; economic development	Enhances the efficient, equitable and optimal utilization of water resources for sustainable agricultural and socioeconomic development, and place small-scale irrigation as a key priority.
	Water Sector Policy	Water resource management; land and resource management; economic development	Enhances the efficient, equitable and optimal utilization of water resources for sustainable agricultural and socioeconomic development, and place small-scale irrigation as a key priority.
Uganda	Rangeland Management and Pastoralism Policy [draft (Jan 2014)]	Land management; biodiversity; governance	Offers a framework for sustainable management of range resources, including: investments, managing livestock, mitigating climate change and degradation, improving agro-pastoralism, protecting biodiversity and indigenous knowledge, research and training, and engaging communities in decision making processes.
	National Land Policy (NLP)	Land management; economic development	Seeks to re-orient the land sector in national development and enhance the contribution of the land sector to social and economic development. Instituted a customary registrar to document customary land rights, safeguards on women's property rights, and decentralized management of land services.
Ghana	Government of Ghana Strategic Investment Framework (GSIF) for Sustainable Land Management 2011-2025	Climate change mitigation and adaptation	Details the country's adaptation and mitigation actions included in the Ghana's Third National Communication to UNFCCC (July 2015), Ghana Technology Action Plan (February 2013), and Ghana's commitments under its Intended Nationally Determined Contributions submitted to the UNFCCC in October 2015.
Burundi	National Action Plan for Climate Change Adaptation (NAPA)	N/A	
	National Environment Strategy and Action Plan (SNEB/PAE)	N/A	
	The Strategic Framework for the Fight against Poverty II (CSLP II)	N/A	
	Agriculture National Strategy (SAN)	N/A	

	National Agricultural Investment Programme (NAIP)	N/A	
	National Biodiversity Strategy and Action Plan (SNPA –DB)	N/A	
	National Action Programme to Combat Desertification (NAP/LCDT)	N/A	
Swaziland	Government Programme of Action	Economic development, agricultural development	Pursues sustained and shared economic growth through raising productivity, of which agriculture is a focal area. Plans and policies for agricultural development pursue a paradigm shift from current subsistence farming to commercial agriculture.
	Agricultural Strategic Plan and the National Agriculture Investment Programme	Agricultural Development	Places emphasis on developing linkages between smallholders and markets; on harnessing water resources for enhanced agricultural productivity; and on service provision to smallholder agriculture.
	Government of Swaziland on Resilience	Land and resource management; environmental sustainability; climate change; biodiversity	Adopts an integrated approach toward enhanced resilience in addressing biodiversity reductions, land degradation, and climate change. Emphasizes resource management plans prepared and implemented through stakeholder involvement and public participation. Pursues better uses of existing natural resource basis and proposes investment in soil- and water management.
	The Ministry of Tinkhundla & Administrative Development (MTAD)	Community and stakeholder engagement	Promotes the establishment of Community Development Committees in most of the country's 385 Chiefdoms, and has channelled some of its resources into a roll-out of Chiefdom development planning processes.
Kenya	The Kenya Vision 2030 and Second Mid-Term Plan (MTP) (2013-2017)	Development	Kenya's development blueprint covering the period 2008 to 2030, which aims to transform Kenya into a newly industrializing, middle-income country by 2030. The implementation of the vision is undertaken through a series of 5 MTPs. The current MTP proposes extensive development Programmes for water, agriculture and catchment protection, and the rehabilitation and protection of the Kenyan water towers.
	Constitution of Kenya (2010)	Water and resource management	Recognises water as a human right and espouses the protection of the environment and natural resources. It accords that water resources/catchment areas; rivers, lakes, protected areas and other water bodies shall be held in trust for the people by the National Government.

	Water Act 2002 [currently in review]	Water management	Addresses key policy issues that will guide the water sector. The bill espouses the administrative and regulatory structures to support water resources management and geographic mandates as per water catchment areas as the basic planning unit.
	Ministry of Agriculture, Livestock and Fisheries (MoALF) and newly enacted laws	Agricultural development	The regulatory framework governing Kenya's agriculture is undergoing legislative reforms following newly enacted laws - the Agriculture, Fisheries, and Food Authority (AFFA) Act 2013, the Crops Act (2013), and the Agricultural and Livestock Research Act (2013) among others. These new laws are expected to transform Kenya's agricultural sector into a commercially oriented and internationally competitive industry. They will merge the 24 state corporations associated with agriculture into a single regulating entity: the Agriculture, Fisheries and Food Authority.
	Environmental Management and Coordination Act (EMCA)	Land and resource management; biodiversity; environmental sustainability	An important legal instrument for the protection of Kenya's environment and biodiversity. The act contains several provisions that could be used to promote the conservation of forests and biodiversity, including conservation easements, restoration orders, and environmental impact assessment.
	The National Environment Management Authority (NEMA)	Land and resource management; biodiversity; environmental sustainability	Developed national guidelines to encourage the identification and designation of environmental easement areas (ESAs), including biodiversity.
	The Water Resources Management Authority (WRMA)	Water management; land and resource management	Develops and implements Catchment Management Strategies (CMS) for the six water catchments in Kenya. A CMS is the framework for the management of the water- and related land resources in the catchment and it outlines how the concept of Integrated Water Resources Management can be implemented at the catchment level.
	Plan Senegal Emerging (PSE)	Development	The new strategic frame of reference for the development of Senegal with the vision to build in "2035 a cohesive society in a State of law". Includes the following policies: The Loi d'Orientation agro-sylvo-pastoral (LOASP) (2004); The National Agricultural Investment Programme (NIPA); The Stimulus and Acceleration of the Pace of the Senegalese Agriculture (PRACAS) Program; The letter of development policy in the sector of environment and sanitation (VROM).

Senegal

	The National Agency for agricultural and rural Council (ANCAR)	Agricultural development	Responsible for driving the agricultural and rural Council throughout the national territory, according to an approach based on the request of producers and in partnership with the main actors of the country's rural development.
	The National Strategic Investment Framework for the Sustainable Management of Lands (NHIC-SLM)	Land and resource management	Ensures synergy in the intervention of all actors to reverse trends in land degradation and sustainably manage the latter in Senegal.
	The National Caisse de Crédit agricole of Senegal (CNCAS)	Agricultural Development	The main actor in the field of rural finance. The bonus, guarantee fund, and of calamity, financed largely through budgetary resources is managed by the CNCAS to offer conditions of loans more favourable than those of the rest of the banking sector and microfinance institutions (MFIS).
	The strategy of accelerated growth (SCA) (2005)	Agricultural Development	Aims to raise Senegal's rank as an emerging country, based on the modernization of agriculture and agri-food industry development.
Burkina	The Strategy of Accelerated Growth and Sustainable Development Document (SCADD)	Economic Development; social justice; governance; poverty reduction	Aims for economic growth that induces an increase in the real income of households and an increase of goods and services without starting the national heritage for future generation.
	National Food and Nutritional Security Policy	Food and nutrition security	States the country the objective of: the realization of food and nutrition security sustainable by 2025. The specific objectives arising from this objective are: 1) increase sustainable food supply; 2) strengthen the capacity of prevention and response to shocks; 3) improving physical and financial access to food; 4) improve the nutritional status of populations; 5) strengthen food and nutrition security governance.
	National Programme for the Rural Sector (PSNR)	Food and nutrition security; poverty reduction; agricultural development; economic development; land and resource management; Water management; environmental sustainability	Brings together the ministries of Agriculture and water (MAH) of the environment and sustainable development (MEDD) and animal resources (MRA), contributing to SCADD strategies. The overall objective of the PSNR is to contribute sustainably into food and nutritional security, strong economic growth and poverty reduction.
	National sustainable development policy (NPDD)(2013)	Environmental sustainability; economic development	Frames the SCADD by developing policy frameworks that make sustainability a priority for public action and others non-State actors, to aid of national growth and equitably distributed income in the mid and long term, and in areas of high climate vulnerability.

Niger	The Plan of Development Economic and Social (SEOP) 2012-2015	Climate change; poverty reduction; agricultural development; economic development; food and nutrition security	Stresses the effects of climate change on the agro-sylvo-pastoral and health sectors, and the threat posed by climate hazards on poverty reduction efforts. Frames adaptation to climate change as a need, particularly to preserve and sustainably manage environmental resources depend on the food security and livelihoods of the population.
	3N (The Nigerians Nourrissent Nigerians) Initiative	Food and nutrition security; agricultural development	3N Initiative and the Plan of acceleration of the 3N for Food and Nutritional Security Initiative and sustainable agricultural development were specific objective the strengthening of national capacities for food production, supply and resilience to food crises and natural disasters.
	Le national environmental sustainable development (NEPSD) (Agenda 21)	Environmental sustainability; biodiversity; land and resource management; governance;	Governs the environmental policy of Niger. It aims to establish conditions favourable to the improvement of food security and the economic development of the populations by ensuring more rational management of natural resources ; by integrating environmental concerns in the definition of policies, Programmes and projects; and encouraging involvement, accountability and the participation of the population in the management of resources and their living space
	The National Strategy and Plan of Actions for Change and Climate Variability (UDS/CVC)(2003)	Climate change; land and resource management; Water management	Identifies the water, agriculture, livestock and forestry resources in socio-economic sectors most vulnerable to climate change and proposes measures and actions to promote the adaptation and improve resilience in these sectors.
	The National Programme of Action for Adaptation to Climate Change (PANA) (2006)	Agricultural development; land and resource management; water management; food and nutrition security; social policy	Identified 14 priority projects in the sectors of agriculture, livestock, forestry, food security, water resources management and health.
	Action Plan for Agriculture in Niger (PAGRA) Risk Management 2014-2023 (currently being finalized)	Food and nutrition security; agricultural development	Intended to be an operational version of the i3N-based on the stability of food security dimension
	Sustainable development strategy and growth Inclusive (SDDCI) Vision 2035	Development; social policy	Promoted by the Ministry of planning, planning and community development.
	Strategy of small Irrigation in Niger (SPIN)	Water management; food and nutrition security	Overall objective is to improve the contribution of small irrigation to the achievement of the food security and nutrition in Niger.

	National Nutrition Policy (PNN) and National policy of food security and nutrition (PNSAN), (2011)	Poverty reduction; food and nutrition security	Strategies adopted to reduce extreme poverty and hunger.
	Strategy for the prevention of chronic malnutrition	Food and nutrition security	Adopted by the Ministry of Public Health to implement large scale interventions for the reduction of chronic malnutrition.
Malawi	The Malawi Growth and Development Strategy II (2011-2016)	Development; agricultural development; environmental sustainability; land and resource management; climate change	The overarching mid-term strategy to achieve the country's long term development objectives, of which agriculture is key. Specific objectives to increase agricultural output and diversification and reduce land degradation are outlined alongside objectives for to increase forest cover and increase the livelihood returns of forestry to people, and improved land use planning. Themes of climate change, environment and natural resources cut across the six priority themes.
	The 1997 Forestry Act	Land and resource management	Provides for the management of forests on customary land in order to protect the water catchment and land resources. It creates a Forest Administration, a Forest Management Board, Forest Reserves, Customary Land Forests, afforestation and forest protection procedures and a Forest Development and Management Fund.
	The National Water Resources Act 2013	Water resource management	Established a Water Resources Authority and Catchment Management Committees (CMCs) to advise officers in the Authority on issues of water resources conservation, use and allocation; and the granting, adjustment, cancellation or variation of any water permit.
	The 2010 National Agricultural Policy	Agricultural development; land and resource management; food and nutrition security	Addresses inputs and markets, food and nutrition security; agricultural research and development; land resources management; crop production; fisheries and livestock. There is no recognition of the environmental causes and effects of agricultural productivity in the policy. Contains a vague objective on providing guidelines and strategies for sustainable land use.
	The Agriculture Sector Wide Approach (ASWAp) 2010-2015	Agricultural development; economic development; food and nutrition security; land and resource management; water management	Identifies key Program and investment areas needed to achieve productivity growth of six per cent annually including, increases in food security, diversification of crop production and improvements of nutrition and incomes amongst the rural population. The ASWAp three focus areas are: 1) Food security and risk management; 2) Agri-business and market development and; 3) Sustainable land and water management.

	The Forestry Policy (1996) and 2013 Draft	Land and resource management; environmental sustainability; Agricultural development; poverty reduction	Provides a framework for sustainable production and conservation of wood resources. Recognises the importance of wood fuels in the national energy supply and the need to bring about sustainability improvements in their production and supply, as well as reducing dependence on wood fuel. Also recognises the importance of forest products in improving the quality of life in rural communities. Establishes policy outcomes and objectives that improve the contribution of forest-based goods and services to the sustainable development of the country.
	The 2009 Malawi Biomass Energy Strategy (2015 draft)	Economic development; energy; environmental sustainability; climate change	Views wood fuels as prominent in Malawi's energy mix and that there is a market opportunity to develop a sustainable natural resource market around wood fuels. The sustainable use of biomass energy through energy efficiency technologies is one of the seven headline policy objectives, and one of seven policy priorities areas. Within this, the aim is to become a carbon neutral country by 2035.
	National Climate Change Investment Plan (2015)	Climate change; land and resource management; water management; environmental sustainability; agricultural development	Prioritises sustainable land use practices such as: (a) development and promotion of adoption of soil and water conservation structures; (b) increasing access to land and improving the ease of land titling; (c) reducing degradation in priority areas with SLM practices; (d) promoting improved crop productivity and diversification of crops and; (e) promoting increased livestock productivity and production.
Tanzania	Tanzania Development Vision (TDV) 2025	Economic development; governance	Provides broad guidance on the strategic goals for achieving sustainable growth through securing high quality livelihoods for the people, attaining good governance through the rule of law, and developing a strong and competitive economy.
	Tanzania Five Year Development Plan (2011 - 2016)	Economic development	Aims to unleash the country's resource potentials so as to fast-track the provision of the basic conditions for broad-based and pro-poor growth.
	National Strategy for Growth and Reduction of Poverty ((NSGRP II) (2010)	Food and nutrition security; environmental sustainability; climate change; land and resource management; water resource management; biodiversity; poverty reduction	Identifies strategies to ensure food security, environmental sustainability and climate change adaptation and mitigation including, enhancing sustainable forest management; promoting specific adaptation and mitigation options according to ecological conditions; and improving soil and water conservation measures.



	National Environmental Action Plan (NEAP) (2013)	Land and resource management; water resource management; environmental sustainability; biodiversity; urbanization; climate change; energy.	Provides the basis for integrating sustainable land management, biodiversity conservation and climate change concerns in formulating and implementing development plans and Programmes. Contains strategies for addressing various environmental challenges.
	Strategy on Urgent Actions on Land Degradation and Water Catchments (2006)	Land and resource management; water resource management	Enacted as a policy response to the widespread environmental degradation of land and water catchments.
Nigeria	The Agricultural Transformation Agenda	Food and nutrition security; land rights; extension; agricultural development	Advocates for: 1) main urban areas in the country supplied with food made in Nigeria; 2) smallholder farmers with long term rights to farm their lands, 3) Nigerian researchers breeding a cassava varieties that are resistant to climate change; 4) livestock that is immune to some of the new epidemics caused by extreme weather conditions; 5) proper extension services supporting small farmers.
	The Nigeria Vision 2020, Economic Transformation Blueprint	Social policy; economic development; food and nutrition security; environmental sustainability	Aims to guarantee productivity and wellbeing of citizens. Major objectives: eradicating extreme hunger and poverty; fostering sustainable social and economic development; and preserving the environment for sustainable socio-economic development.
	The 'National Adaptation Strategy and Plan of Action on Climate Change in Nigeria (NASPA-CCN)	Agricultural development; land and resource management	Adopts improved agricultural systems for both crops and livestock and implementation of strategies for improved resource management.
	The National Agriculture Resilience Framework (NARF)	Agricultural development; water resource management; land and resource management	Promotes changes in agricultural practices, agricultural water management, risk management and agricultural insurance and sustainable land management.

## Appendix 6: Planning, M&E and learning and knowledge

### Annex 6.1: Summary of global environmental and socio-economic benefits

1. Global environmental benefits will be achieved through the country projects and their associated baseline, as well as through a larger influence on the approach taken to achieving food security. This regional coordination project will act as a catalyst for this outcome, in particular through the provision of technical assistance on the conceptually and methodologically complex dimensions of the environmental sustainability and climate resilience of the food security policies and practices in the participating countries and beyond. This project will enable the Program to have a much greater opportunity of making the case, providing credible evidence through the channels established under Component 1 in each country, by facilitating the documentation of the achievement of GEBs in each project through a significantly enhanced baseline and subsequent M&E process, including outcome mapping and monitoring of behavioral change that leads to long-term generation of GEBs. It will do so using protocols, methodologies and metrics which are scientifically credible but also operationally applicable and are comparable, in order to aggregate up to Program level impacts.

2. A set of key indicators for Global Environmental Benefits (GEBs) to be monitored at Program level have been selected together with key socio-economic indicators. Land under integrated management will be measured and contribute to GEF's corporate results 1 and 2, and Greenhouse Gas (GHG) emissions avoided in production landscapes will contribute to corporate result 4. In addition, an indicator on conservation of genetic diversity in production landscapes will be monitored by the Program together with number of sector policies and regulatory frameworks that integrate biodiversity considerations. A land cover indicator for the UNCCD *Strategic Objective 2 to improve the conditions of affected ecosystems* will be monitored using Normalized Difference Vegetation Index (NDVI) as a measure of photosynthetic capacity and for monitoring of trends in land cover and productivity of the land. Socio-economic benefits to be monitored at Program level include number of beneficiary households and their food security. This will be complemented with data from country projects on sex-disaggregated number of individual beneficiaries. Key Program level GEB and socio-economic indicators can thus be summarized as follows:

Table of Key **Program** level GEB and socio-economic indicators in target geography (direct + indirect) [Table A] and Aggregated GEB targets of the 12 IAP country projects [Table B]

Global Environmental Benefits	
Indicator	Target
Land under integrated management	10,000,000 ha
GHG emissions avoided or reduced	10-20 million tons
Conservation of genetic diversity on farm: Increase in varieties on farm &/or in production landscape	15-25%
Number of sector policies and regulatory frameworks that integrate biodiversity considerations	TBD
Land cover (trends in NDVI)	10-20%
Socio-economic benefits	
Indicator	Target
Beneficiary households (number)	2-3 million
Food security index (to be provided by FAO)	TBD

Global Environmental Benefits targeted by country projects (aggregated)	
Indicator	Target
Land under sustainable & integrated management (ha)	1 775 144 ha
GHG emissions avoided or reduced (tons CO <sub>2</sub> e)	53 311 816 million tons
Conservation of genetic diversity on farm: Number of varieties on farm (number/ha)	2 216 600 ha
Number of sector policies and regulatory frameworks that integrate biodiversity considerations	
Land cover (trends in NDVI)	n/a
Socio-economic benefits	
Indicator	Target
Beneficiary households (number)	Approx. 2m
Food security index (to be elaborated by FAO)	TBD

## Annex 6.2: Monitoring and Evaluation and Impact Assessment

1. IFAD will be responsible for submitting on an annual basis and as part of the GEF-Annual Monitoring Review Process (AMR), the Project Implementation Review (PIR) plus a consolidated report on progress of the entire Program (PIR-Program). This consolidated PIR-Program will include key issues related to Program development, GEF-RBM requirements and it will show how each country project would contribute to the Program goal and objectives. Each implementing GEF Agency will be responsible for the submission of the country project PIRs to the Program Lead Agency (IFAD) via the PCU at ICRAF. The results of the country projects will be aggregated and contribute to the Global Environmental Benefits at Program level. At the mid-term of the Program, IFAD will provide an independent qualitative assessment to the question: How is the strategic combination of projects progressing to produce results that would not be possible to achieve through a project-by-project approach? The budgeted monitoring and evaluation plan of the project is summarized in the Table below.

### *Project monitoring and evaluation*

Summary of the main Project M&E reports, responsible parties, timeframe and costs (**Table 5**)

Type of M&E Activity	Responsible Parties	Time-frame	Budgeted costs
Inception Workshop (IW)	IFAD/ICRAF	Within three months of operational Program start up	USD 118,000
Program Inception Report	IFAD/ICRAF	No later than one month post IW.	-

Type of M&E Activity	Responsible Parties	Time-frame	Budgeted costs
Supervision visits and rating of progress in PIRs	IFAD	Annual or as required	The visits will be paid by GEF agency fee.
Mid-term Review	External Consultants, selected GEF Agencies' Country Offices and IAP Coordination Team	At mid-point of project implementation	USD 70,000 for independent consultants and associated costs. In addition the agency fee will pay for expenditures of IFAD staff time and travel
Final evaluation	External Consultants, IFAD independent evaluation unit in consultation with the IAP Coordination Team	At the end of project implementation	USD 70,000 for external, independent consultants and associated costs. In addition the agency fee will pay for expenditures of IFAD staff time and travel
Terminal Report	IFAD	At least two months before the end date of the Program	0 (as completed by PCU)
<b>Total Budget</b>			<b>USD 258,000</b>

**Table 16:** Program-level monitoring and evaluation<sup>25</sup>

Type of activity	M&E activities	Responsible	Time-frame	Indicative Budget (USD)	Budget source
Baselines	Establishment - Environmental and Socioeconomic Baselines	Country project teams	Q2 (Year 1)	tbd	Country Project
Workshops <sup>26</sup> Program Level	Inception Workshop: design and selection of M&E systems	IFAD and ICRAF	Q1 (Year 1)	100 000	Regional Hub Project
	Mid- Term Workshop (Program progress, part of annual workshop year 3)	IFAD	Program Mid-Term	100 000	Regional Hub Project
	Final Workshop (Lessons Learnt, part of annual workshop year 5)	IFAD	Within six months before or after Program completion	150 000	Regional Hub Project
Project Level	Periodic supervision and progress reporting to GEF SEC (PIR)	Country project teams	Annual Basis	Project Management Costs	NA
	MTR (including tracking tools and	Country project teams	Mid - Term	tbd	Country Project

<sup>25</sup> Activities already budgeted

<sup>26</sup> Already budgeted in the Annual workshops overall budget

	co-financing reports)				
	TER (including tracking tools and co-financing reports)	Country project teams	Within six months before or after project completion	tbd	Country Project
Program Level	Capacity needs assessment for monitoring Global Environmental Benefits (GEB) and resilience at multiple scales	IFAD and ICRAF	Periodically	100 000	Regional Hub Project
	Training and exchange of experiences in monitoring and assessment GEB and resilience at multiple scales	IFAD and ICRAF	Periodically	200 000	Regional Hub Project
	Monitoring and assessment of GEB and agro-ecosystems resilience (M&A)	IFAD and relevant agencies	Periodically	tbd	Country Project
	Program -Periodic supervision and Program progress reporting to GEF SEC (Consolidated PIR- Program)	IFAD	Annual Basis	GEF Fees	NA
	Quality assessment - review Project PIRs, MTR, TER and progress reporting to GEF SEC	IFAD	Annual Basis	GEF Fees	NA
	Mid Term Review IAP Food Security Program	IFAD - Independent reviewer	Program Mid-Term	100 000	Regional Hub Project
	Terminal Evaluation IAP Food Security Program	IFAD- Independent reviewer	Within six months before or after Program completion	100 000	Regional Hub Project

## Outcome Mapping of IAP-Food Security Program

2. Outcome Mapping (OM) is a methodology developed by IDRC for planning, monitoring and evaluating development initiatives that aim to bring about sustainable social change. Its niche is understanding outcomes, the so-called 'missing middle' or 'black box' of results that emerge downstream from the initiatives activities but upstream from longer-term economic, environmental, political and demographic changes. OM unpacks the theory of change and provides a framework for collecting data on immediate, basic changes that lead to longer, more transformative change, and allows for a plausible assessment of the initiative's contribution to results. OM focuses less on the project's/Programme's actual progress, but more on its influence, both deliberate and unintended, during its progression.

3. Outcome mapping and 'results-based-management' (RBM) can complement each other, and data on behavioural change can complement data on more tangible parameters, such as area under improved management and land cover change derived from RBM (see below). Rather than assigning credit for achieving a particular impact, the emphasis of OM is on monitoring and reporting changes in the actions of the actors involved.

OM includes the following steps:

1. Developing a vision and mission statement
2. Identifying boundary partners - direct and indirect
3. Defining progress markers – expect-to-see, like-to-see and love-to-see (ladder of change)

**Figure 9:** Ladder of change



4. Below follows a rapid outcome mapping of the IAP-Food Security based on existing documentation. However, in order to finalise it, the key stakeholders would need to meet again to both review the theory of change of the Programme and to fine tune the outcome mapping.

## IAP-FS BACKGROUND PROBLEMS

- Fragmented policies, poor governance and weak evidence of the benefits of Integrated Natural Resources Management (INRM) are barriers to investing in INRM and sustainable agriculture by African governments and their development partners.
- Lack of coordination and collaboration across sectors and scales is a barrier to achieving transformational change of African agriculture, including links between science and practice.
- Limited access to finance, markets, inputs and processing technology hampers scaling up of INRM, and limits smallholders incentives to increase production through sustainable intensification of agriculture.
- Inadequate extension and access to knowledge as well as poor information, data and inadequate analytical methods undermine efforts to build a more regenerative, sustainable and resilient agricultural production system.

## BOUNDARY PARTNERS' PROBLEMS

- Land, water and ecosystems are fundamental for sustainable societies as they provide a range of ecosystem services important for food and water security, and energy. Climate change puts additional pressure on these resources and their resilience. Global, regional and national decision makers have in general not fully acknowledged the full scale of the linkages between ecosystem services, agriculture and food security. An intersectoral and multi-scale approach is required to address this nexus, and all relevant sectors need to mainstream sustainability and resilience for food security. The boundary partners need to be made further aware and supported in this approach.
- Local level decision makers and natural resources managers in general lack support in terms of advisory services and financial resources from higher level in their efforts to adopt and upscale INRM and sustainable and resilient agricultural practices. The awareness and access to information and technologies among these boundary partners for INRM can be improved. The capacity of the boundary partners to respond to natural resources management challenges and threats to the sustainability and resilience of agriculture, such as demographic pressures and climate change, need to be strengthened.

More specifically the identified change agencies lack access to:

- Multi-stakeholder platforms for exchange of experiences, knowledge and south-south learning on INRM, sustainable agriculture and scaling up strategies
- Capacity within organisations to mainstream sustainability and resilience for food security in projects, strategies, policies and legislation
- Knowledge on scaling up strategies for INRM, including establishment of market linkages and accessing innovative sources of financing
- Information, data and methods to monitor and assess impacts of different INRM management options on the global environment and food security in SSA to improve evidence-based decision making.

## **IAP-FOOD SECURITY VISION**

5. Ecosystem goods and services important for food security in Sub-Saharan Africa are sustained ensuring sustainable and resilient food systems in the face of demographic pressures and climate change.
- 6.

## **IAP-FOOD SECURITY MISSION**

7. The IAP-FS influences agricultural policies and practices in SSA to become environmentally sustainable and it contributes to translation of policies into practice for increased socio-agroecosystem resilience.

## **STRATEGIC PARTNERS**

8. National and local government institutions, intergovernmental organizations, research institutions, INGO's, NGO's.

## **BOUNDARY PARTNERS**

### **A. Regional and national policy and decision makers**

9. This group contains central national level policy and decision makers and regional policy makers linked to regional for a, such as AU, COMESA, ECOWAS and SADC.

## **B. Local decision makers and smallholder farmers**

10. At local level, e.g. province/state and district level there are public decision makers such as province/state governments, and local private decision makers such as farmers and local entrepreneurs. These are the change agents the IAP-FS is trying to reach out to.

### **OUTCOME objectives (progress markers – ladder of change)**

#### ***Boundary partner group A***

**1. Expect** –IAP-FS expects national and regional policy and decision makers to acknowledge the importance of INRM, sustainability and resilience for sustainable agriculture and food security.

**Progress indicator:** Interviews, statements, social media outreach from national and regional policy and decision makers refer to the importance of INRM, sustainability and resilience for sustainable agriculture and food security.

**2. Like** –IAP-FS would like to see national and regional policy and decision makers incorporating references to INRM, sustainability and resilience in agricultural and food security policies and plans.

**Progress indicator:** Regional and national agricultural and food security policies, strategies and plans refer to INRM, sustainability and resilience.

**3. Love** –IAP-FS would love to see decisions, investments and implementation of projects that lead to increased sustainability and resilience for food security in SSA.

**Progress indicator:** Increase in investment flows and number of projects that integrate INRM, sustainability and resilience in agriculture in SSA.

#### ***Boundary partner group B***

**1. Expect** –IAP-FS expects to see participation from local decision makers and smallholder farmers in IAP projects.

**Progress indicator:** Local decision makers and smallholder farmers attend meetings and workshops organized as part of IAP projects.

**2. Like** –IAP-FS like to see improved agricultural practices with regard to INRM, sustainability and resilience in countries reached by IAP projects.

**Progress indicator:** Local decision makers and smallholder farmers take action and invest in INRM and sustainable agriculture in areas reached by the IAP.

**3. Love** –IAP-FS love to see increased sustainability and resilience for food security in local communities in areas covered by the IAP.

**Progress indicator:** Increased area under INRM, reduction in GHG emissions, increased agrobiodiversity, increased land cover, and improved food security and nutrition, in areas reached by IAP projects.

### **MID-TERM TARGETS**



- National and regional policy and decision makers in at least 10 IAP countries and 3 regional/sub-regional policy fora acknowledge the importance of INRM, sustainability and resilience for sustainable agriculture and food security.
- Participation from local decision makers and smallholder farmers in all 12 IAP country projects and improved agricultural practices with regard to INRM, sustainability and resilience in at least 5 countries reached by IAP projects.
- Participation from local decision makers and smallholder farmers in all IAP projects, and improved agricultural practices with regard to INRM, sustainability and resilience in at least 5 countries reached by IAP projects.

## **END-OF-IAP TARGETS**

- National and regional agricultural and food security policies, strategies and plans refer to INRM, sustainability and resilience in at least 10 IAP countries and 3 regional/sub-regional policy fora.
- Increase in investment flows and number of projects that integrate INRM, sustainability and resilience in agriculture in at least 6 IAP countries.
- Improved agricultural practices with regard to INRM, sustainability and resilience in at least 10 countries reached by IAP projects.
- Increased sustainability and resilience for food security in local communities in areas covered by the IAP, as measured by increase area under INRM (10 million ha), reduction in or avoidance of GHG emissions (10-20 million tons), increased agrobiodiversity (20% increase in genetic diversity), increased land cover (20%), and improved food security and nutrition, in areas reached by IAP projects (index to be added).

## Annex 6.3: Key elements of Knowledge Management and Communication plan

### Current Situation/Background

1. On the 15<sup>th</sup> of May, 2015, the Global Environmental Facility (GEF) announced the launch of the IAP on Food Security in a press release published in coordination with the IFPRI 2020 conference on Building Resilience for Food and Nutrition Security (held the 15-17<sup>th</sup> of May, 2014, in Addis Ababa, Ethiopia). At the conference IFAD and GEF, held a 3-day workshop surrounding the IAP on Food Security aimed at finalizing the results framework of the Hub project and officially launch the Program.

2. There is a need to define the communication and advocacy efforts of the Program. Understanding the relationship between monitoring and evaluation (M&E), knowledge management (KM), and communications and advocacy has become imperative in supporting the success of the Program. Proper scientific evidence (both qualitative and quantitative) is key in supporting and advancing integrated approaches to ensuring sustainable and resilient food systems in SSA. Effective M&E and KM translates into solid evidence for SLM and INRM practices to be promoted and adopted by technical and policy-oriented groups. Developing such support is vital to IAP-FSs success. It is now necessary to begin planning avenues for advancing IAP Program goals, notably in:

- Advocating and facilitating South-South exchanges between projects
- Ensuring internal project coherence, efficiency and effectiveness
- Generating outside support and advocacy

**Table 17: Communications Objectives**

Purpose	Objective(s)
<b>Knowledge Management (K&amp;M)</b>	<ul style="list-style-type: none"> <li>• Gathering and synthesizing information, best practices, and evidence to support Program and project goals</li> <li>• Build knowledge platform for beneficiaries and practitioners to facilitate south-south exchanges</li> <li>• Build evidence base for resilient and sustainable agricultural and resource management practices</li> <li>• Encourage South-South exchanges between projects and stakeholder groups</li> </ul>
<b>Internal Coordination</b>	<ul style="list-style-type: none"> <li>• Enhance the coherence and coordination of project planning, implementation, monitoring, and assessment.</li> <li>• Encourage collaboration between lead agencies, target countries, and smallholder farmers at the international, national, and project level</li> </ul>
<b>Transparency</b>	<ul style="list-style-type: none"> <li>• Ensure high degree of transparency during project lifetime including on the use of funds</li> <li>• Give access to information (RBM-type of data and project stories)</li> </ul>
<b>Visibility</b>	<ul style="list-style-type: none"> <li>• Raise awareness and visibility of IAP-FS projects</li> <li>• Develop relationships that may lead to strategic partnerships for IAP and other IFAD/ECD projects</li> </ul>
<b>Advocacy</b>	<ul style="list-style-type: none"> <li>• Use evidence from K&amp;M to establish policy advocacy plans for:               <ul style="list-style-type: none"> <li>○ Integrated approaches to food security</li> <li>○ Collaborative, multi-scalar participatory Programming</li> <li>○ Resilient and sustainable agricultural and resource</li> </ul> </li> </ul>

	management practices <ul style="list-style-type: none"> <li>South-South exchanges</li> </ul> • Develop relationships between stakeholder groups that support overall Programme objectives and outcomes
--	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

**Table 18. Target Audience(s)**

Communication Purpose	Target Audience			
	Technical	Policy	Public	Internal
Knowledge Management	X	X		X
Internal Coordination				X
Transparency			X	X
Visibility	X	X	X	
Advocacy	X	X	X	

**Table 19:** Communication barriers, motivations, channels and products

		Audience	Barriers	Motivations	Channels & Products
Primary	<b>Technical</b>	SSA Governing Bodies <ul style="list-style-type: none"> <li>Regional</li> <li>Sub-regional</li> <li>National (states)</li> <li>Local</li> </ul> Smallholder Framers SSA Civil Society Orgs. Development Organizations	<ul style="list-style-type: none"> <li>Often government departments aren't capable of making the radical shifts that are demanded</li> <li>Limited knowledge and capacity of officials and staff</li> <li>Varying opinions surrounding food security, agricultural development, environmental sustainability, and climate change</li> <li>Weak community participation or interest</li> <li>Lack of or access to knowledge</li> <li>Focus on traditional means of agriculture</li> <li>Unaware of role in adapting to climate change and ensuring regional, national, and local food security</li> <li>Lack of modern communication networks</li> <li>Lack of substantive evidence for SLM and NRM strategies</li> </ul>	<ul style="list-style-type: none"> <li>Push for economic and agricultural development within parameters of international climate agreements</li> <li>Governments need to address food security issues within their countries/locales</li> <li>Need to adapt agricultural practices to continue to feed families and communities</li> <li>Need for investments in country infrastructure and resource base</li> <li>Need to address issues of food security, land degradation, and resource use</li> <li>Increases in agricultural production, while protecting landscapes and resources</li> <li>Gain knowledge to achieve food self-sufficiency, increased income, and better livelihoods at multiple scales</li> </ul>	<ul style="list-style-type: none"> <li>On the ground visits</li> <li>Partnerships/communication with non-executing partner governments</li> <li>Training workshops and extension Programs</li> <li>Training documents</li> <li>Regional and sub-regional conferences</li> <li>Knowledge sharing platforms (online, print, etc.)</li> <li>Results oriented communications</li> </ul>
	<b>Policy</b>	SSA Governing Bodies Development Orgs. Private Sector Businesses Private Sector Foundations Research Bodies (CGIARs) Multilateral Donors Bilateral Donors Smallholder Farmers	<ul style="list-style-type: none"> <li>Lack of substantive evidence for SLM and NRM strategies</li> <li>Varying opinions surrounding food security, agricultural development, environmental sustainability, and climate change</li> <li>Political instability of SSA states</li> <li>Lack of knowledge of food security, environmental sustainability, land and resource management, and climate change issues</li> <li>Concerned with economic benefits of development</li> <li>Unaware of role in adapting to climate change and ensuring regional, national, and local food security</li> </ul>	<ul style="list-style-type: none"> <li>Push for economic and agricultural development within parameters of international climate agreements</li> <li>Need for investments in country infrastructure and resource base</li> <li>Need to address issues of food security, land degradation, and resource use in vulnerable areas</li> <li>Investment/donation opportunities</li> <li>Press opportunities</li> <li>Increase personal profits through supporting regional, national, and local food value chains</li> </ul>	<ul style="list-style-type: none"> <li>PowerPoint/Video Presentations</li> <li>Online/social media</li> <li>Work with existing partners and networks</li> <li>Regional, national, and international conferences</li> <li>Promotional materials</li> <li>Results oriented communications</li> <li>Engage research and donor groups</li> </ul>
	<b>Internal</b>	GEF Agencies, Partners, and Donors IAP Project Management Unit IAP Steering Committee IAP Technical Committee Project Teams	<ul style="list-style-type: none"> <li>Differing internal project management techniques</li> <li>Differing internal and external standards/operating procedures</li> <li>Competing intra-agency projects (time, resources, staff, etc.)</li> <li>Differing institutional ideals and strategies</li> </ul>	<ul style="list-style-type: none"> <li>Need agencies to plan, implement, and monitor associated projects</li> <li>Ensure future collaborative opportunities</li> <li>Transfer of best practices between agencies</li> <li>Effectiveness of IAP Program and achievement of Program/project goals</li> <li>Increased visibility within international organisational arena</li> </ul>	<ul style="list-style-type: none"> <li>Internal newsletters</li> <li>Project progress reports and evaluations</li> <li>In-person meetings</li> <li>Conferences and larger IAP meetings</li> </ul>

Secondary	<b>Public</b> Media SSA Citizens Philanthropic Orgs. Development Actors Private Sector Businesses Private Sector Foundations	<ul style="list-style-type: none"> <li>• Lack of interest in what IFAD and other GEF agencies are doing</li> <li>• Lack of time</li> <li>• Varying opinions surrounding food security and agricultural development</li> <li>• Prioritization of specific causes, regions, projects, etc.</li> <li>• Not familiar with GEF, IFAD, and partner organisations</li> </ul>	<ul style="list-style-type: none"> <li>• IAP-FS messages in line with communications efforts</li> <li>• Projects, events, and other Program aspects make for an interesting story</li> <li>• Add to philanthropic base</li> <li>• Press opportunities</li> <li>• Potential for collaborative work with IFAD, GEF, and sponsored projects</li> <li>• Contributing to an effective international organization (IFAD and GEF brands)</li> </ul>	<ul style="list-style-type: none"> <li>• Promotional materials and events</li> <li>• Online media presence (social media, blogs, website)</li> <li>• News Releases</li> <li>• Media statement and advisory</li> <li>• Press conferences, trips, and interviews</li> <li>• Work with existing partners and networks</li> <li>• Regional, national, and international conferences</li> <li>• In-person meetings</li> </ul>
-----------	------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

**Table 20: Key Message per Target Audience**

	<b>Audience</b>	<b>Goal(s)</b>
<b>Technical</b>	SSA Governing Bodies Smallholder Framers SSA Civil Society Orgs. Development Organizations	<ul style="list-style-type: none"> <li>• Adopt integrated approaches to food security, agricultural development, and climate change adaptation/mitigation</li> <li>• Participate in local and regional knowledge sharing platforms (ex. south-south exchanges of best practices and techniques)</li> </ul>
<b>Policy</b>	SSA Governing Bodies Development Orgs. Private Sector Businesses Private Sector Foundations Research Bodies (CGIARs) Multilateral Donors Bilateral Donors Smallholder Farmers	<ul style="list-style-type: none"> <li>• Facilitate up-scaling of best practices by creating favourable policy conditions for integrated techniques at the smallholder level</li> <li>• Facilitate south-south exchanges nationally and internationally</li> <li>• Promote integrated approaches to food security, agricultural and economic development, and climate change adaptation/mitigation at the smallholder agricultural level</li> <li>• Think more holistically when investing in food system ventures</li> </ul>
<b>Public</b>	Media SSA Citizens Philanthropic Orgs. Development Actors Private Sector Businesses Private Sector Foundations	<ul style="list-style-type: none"> <li>• Promote IFAD, GEF, and the IAP-FS its work and issues through media platforms</li> <li>• Support and finance SLM, NRM, and other approaches for creating resilient, sustainable, and secure food systems in SSA [IFAD projects]</li> <li>• Collaborate with and invest in IFAD and GEF projects/Programs</li> <li>• Donate funds to IFAD, GEF, and related projects</li> </ul>
<b>Internal</b>	GEF Agencies, Partners, and Donors IAP Project Management Unit IAP Steering Committee IAP Technical Committee Project Teams	<ul style="list-style-type: none"> <li>• Effectively monitor and evaluate projects to gain evidence and knowledge needed to support sustainable, integrated approaches to agriculture, food security, and land management</li> <li>• Maintain consistent and transparent lines of communication regarding project planning, implementation, and evaluation</li> <li>• Support project activities and outcomes</li> </ul>

## **Top Line Messages**

### *What is the problem?*

- Climate change and unsustainable land and resource management will further increase the risks facing agriculture in Africa.
- **Fragmented policies, lack of coordination across sectors and scales, lack of market opportunities, and inadequate access to knowledge are the major barriers to establishing sustainable and resilient smallholder agriculture in SSA.**

### *What is the solution?*

- **The management of natural capital - land, soil, water, vegetation and genetic resources – needs to be a priority in the transformation of the agriculture sector for food security in Sub-Saharan Africa.**
- The need to strengthen monitoring and assessment capabilities is a priority to improve evidence-based policy and decision making and to promote integrated natural resources management, sustainable agriculture and food security.

### *What is the IAP-FS?*

- The Program uses a three-pronged approach to address food security: (i) **engages** all stakeholders through strengthening of institutional frameworks for sustainability and resilience; (ii) **acts** to scale up, diversify and adapt practices that will achieve large-scale transformation of agro-ecosystems in SSA; and (iii) **tracks** impacts on ecosystem services and resilience to assess progress and enable more informed decision-making on agriculture and food security at multiple scales.

### *What will the Program achieve?*

- **The goal of the IAP-Food Security is to increase the sustainability and resilience of food production systems and to enhance food security in SSA.**
- The IAP Program draws on USD 120 million of GEF funding and USD 805 million from other sources; such as multi-lateral development banks, bi-lateral aid agencies, private investments, civil society organizations and local communities.
- The IAP Program seeks to bring 10 million hectares under integrated and sustainable land management.
- The IAP Program aims to mitigate 10-20 million metric tons of carbon.
- The IAP Program aims at maintaining 20% of globally significant biodiversity and the ecosystem goods and services that it provides to society

**Table 21:** Top Line Messages for target audiences

Messages	Audience			
	Technical	Policy	Public	Internal
The Program draws on 120 million USD of GEF funding and 805 million USD from other sources; such as multi-lateral development banks, bi-lateral aid agencies, private investments, civil society organizations and local communities.	X	X	X	
The Program will bring 5 million hectares of production landscapes under improved management and an additional 10 million hectares under sustainable land management.		X	X	
The Program supports a transformational shift towards a low emission and resilient development path, mitigating 10-20 million metric tons of carbon.		X	X	
Proper project monitoring and evaluation, and knowledge management are essential in establishing the evidence base needed to advocate and advance sustainable, integrated land management approaches.	X	X		X
SSA is characterized by a large variety of natural ecosystems, which provide a wealth of natural, social, ecological and economical goods and services that the agricultural sector depends on.		X	X	
Fragmented policies, lack of coordination across sectors and scales, lack of integrated financing and market opportunities, and inadequate extension and access to knowledge are the major barriers to establishing sustainable and resilient small holder agriculture in SSA.	X	X		X
Dry land regions in SSA face the greatest threat of environmental degradation in smallholder farms and are therefore, well placed to harness integrated practices for sustainability and resilience.			X	
Climate change and unsustainable land and resource management will further increase the risks facing agriculture in Africa.	X	X	X	
Sustainable agricultural intensification in SSA has largely failed because it has not addressed the depletion of the natural capital important for sustaining productivity.	X	X	X	
Creating market demand for environmentally friendly food chains has the potential to achieve transformation at scale of African agriculture and lead to both intensified production and enhanced sustainability and resilience.	X	X	X	
The Program presents a unique opportunity for a broad spectrum of key development partners to collaborate.	X		X	X
The challenge to adequately, but sustainably feed a growing population is the most pressing in Africa; with a chronic food deficit, a quarter of its population undernourished, the lowest crop yields in the world, and poor soil quality.	X	X	X	



Ecosystem goods and services important for food security in Sub-Saharan Africa must be sustained in the face of demographic pressures, land degradation and climate change.	X	X	X	
The IAP-FS catalyzes the scaling-up of appropriate interventions for soil and water conservation, diversification of production systems, and integrated natural resource management in agro-pastoral systems.			X	
The IAP reinforces the commitments of the participating countries to implement international environmental goals in an integrated manner that generates multiple global environmental benefits.			X	
The IAP focuses on safeguarding the natural resources — land, water, soils, trees, and genetic resources — that underpin food and nutrition security in SSA. It brings a holistic perspective to the management of these resources in smallholder agriculture.			X	
South-south exchanges and knowledge management platforms are important in facilitating the sharing of information and techniques between similar contexts.	X	X		X
Lack of genetic diversity leads to a reduction in biodiversity and a landscape's capability to adapt to biotic and abiotic stresses in the environment.			X	
Reductions in micronutrients as a result of the loss of agro-biodiversity undermine the health and productivity of Africa's poor.	X	X	X	

**Table 22: Indicative Products and Activities**

<b>Press</b>	<ul style="list-style-type: none"> <li>• Articles and press releases <ul style="list-style-type: none"> <li>◦ 1-2 major press releases per year at Hub level</li> <li>◦ Frequent articles published in local, national, regional, and international media units</li> </ul> </li> <li>• Press conferences at major events</li> <li>• Project highlights and interviews <ul style="list-style-type: none"> <li>◦ ~10 stories to Hub communications officer per year</li> </ul> </li> <li>• Special Edition of a Food Security Journal publication</li> </ul>
<b>Print and Video</b>	<ul style="list-style-type: none"> <li>• IAP-FS Brochure/leaflet</li> <li>• project leaflets <ul style="list-style-type: none"> <li>◦ Knowledge products on project experiences</li> </ul> </li> <li>• Toolkit on resilient and sustainable value chains</li> <li>• Policy briefs</li> <li>• Scholarly and professional publications <ul style="list-style-type: none"> <li>• Special Edition Food Security Journal publication</li> </ul> </li> <li>• Best practices documented/discussed in radio and short video clips</li> </ul>
<b>Online</b>	<ul style="list-style-type: none"> <li>• IFAD, IAP on Food Security website <ul style="list-style-type: none"> <li>◦ Interactive project map</li> <li>◦ and Hub project details</li> <li>◦ Highlight of project stories in video clips, photos, and spotlights</li> </ul> </li> <li>• IFAD blog</li> <li>• Social media campaigns</li> <li>• Promotion on partner agencies' websites</li> </ul>
<b>Promotional Events</b>	<ul style="list-style-type: none"> <li>• Operational Launch of IAP <ul style="list-style-type: none"> <li>◦ Conference to introduce IAP-FS Program</li> <li>◦ Attendance of GEF and partner agency senior management</li> <li>◦ Coverage of event from press (print, TV news, etc.)</li> <li>◦ Press trips to IAP project sites</li> </ul> </li> <li>• Individual project launch events</li> <li>• Side events at international, regional, and national conferences</li> </ul>

<b>Knowledge Management Platforms</b>	<ul style="list-style-type: none"> <li>Decision maker meetings – under Component 1 <ul style="list-style-type: none"> <li>Strengthening the capacity of key decision makers of the identified platforms on IAP related topics (regular meetings conducted by the platforms, note: projects will have to budget for it)</li> </ul> </li> <li>Regional and national level technical trainings and capacity building Programs <ul style="list-style-type: none"> <li>Developed and tailored to country needs, and implemented through existing regional institutions/partners</li> </ul> </li> <li>Hub Project Web Portal and online database(s) <ul style="list-style-type: none"> <li>Houses toolbox of existing methods that support the maintenance and use of agrobiodiversity</li> <li>Houses documents and lessons learned for discussion in regional meetings</li> <li>Houses rosters of expertise and a database of training material on INRM and sustainable production intensification for various crops</li> </ul> </li> <li>AGRA-led training Program – under Component 2</li> <li>UNDP/AGRA-led Project Facilitation Platform – under Component 2</li> <li>Advanced regional training for FFS practitioners – under Component 2 <ul style="list-style-type: none"> <li>Training groups of FFS facilitators and Master trainers at a regional level to improve existing skills, introduce new technical and pedagogical methods and strengthen network bonds</li> </ul> </li> <li>Peer to Peer and South-South learning platforms <ul style="list-style-type: none"> <li>Study tours and experience exchanges among countries – also under Component 2</li> <li>These platforms will support local adaptation and refinement of technologies through integration of scientific and local knowledge systems</li> </ul> </li> </ul>
<b>Internal Communication</b>	<ul style="list-style-type: none"> <li>IAP newsletter</li> <li>Video and tele conferences</li> <li>Midterm and Terminal project reports and evaluations <ul style="list-style-type: none"> <li>Project Implementation Reports (PIR) and Entire Program Report (PIR-Program)</li> </ul> </li> <li>Annual IAP Consultative and Technical Committee Meetings</li> </ul>

**Table 23: Indicative Timeline**

Timeframe: 5 years

	Date	Event	Event Type
<b>2016</b>	11-15 April	12th CAADP Partnership Platform - Accra, Ghana	Regional meeting
	31 July- 3 August	IAFP Annual Meeting	International meeting
	23-26 September	5th Conference of African Association Agricultural Economists	Regional conference
	24-27 October	51st Meeting of the GEF Council	GEF Related Event
	7-18 November	COP22 - Marrakesh, Morocco	International meeting
	4-17 December	CBD COP 13 - Cancun, Mexico	International meeting
<b>2017</b>	Throughout	Individual Project Launch Events	Program event

	May	Operational Launch	Program event
	Start-of-year	Launch of IAP-FS IFAD extension page	KM and Visibility Platform
	Start-of-year	Regional Project Press Conference	Press/Media Event
	Start-of-year	Launch of IAP Website	KM Platform
	Mid-year	Launch of KM Toolkits	KM Platform
2018			
2019			
	Mid-year	Midterm Review Reports	Internal Document
2020			
2021			
	Late 2021	Terminal Review reports	Internal Document
Reoccurring Events	Throughout	Conference Side Events	External meeting/conference
	Throughout	Regional and National Trainings and Workshops	Internal Workshops
	Throughout	South-South Exchange Excursions and Study Trips	Programme event/Knowledge Management Platform
	Start-of-year		
	Mid-year	Meeting of Comm. Focal Points	Coordination Meeting
	Mid-year	Hub Project Press Activity	Press/Media Event
	End of year	IAP-FS Regional Conference	Programme event
	End of year		

## Being on Brand

3. To ensure that the project remains on brand, the IAP PCU will disseminate a knowledge management and communication guide for each of project team. A knowledge management and communications manager will be hired to coordinate K&M and communications efforts at the Program level and oversee related aspects of projects.

## Evaluating Success

4. The success of most knowledge management aspects will be included in individual project evaluations and those indicators are included in the individual project log frames. In regards to communication efforts and events, success can be measured using the following indicators (disaggregated) against baselines determined by project staff, as well as simple methods of evaluation:

### Indicators

- Number of website hits/views [online content]
- Number of print materials distributed
- Number of event participants
- Type(s) of participants at event
- Number of knowledge products developed
- Number of publications published
- Number of new national policies drafted and enacted
- Number of individuals trained
- Increase in donations and investments

### Methods

- Event/training/workshop feedback forms
- Survey of target audiences [at events]
- Interviews with stakeholders
- Project knowledge management evaluations
- Donor/investor surveys
- Stakeholder surveys
- Project midterm and terminal evaluations
- Project level monitoring and assessment data

## **Appendix 7: Financial management and disbursement arrangements**

1. IFAD will use grant agreements to disburse funds to the other contractual partners, i.e. CI, FAO, UNDP, UNEP and ICRAF, under five separate grant agreements. CI, FAO, UNDP, UNEP and ICRAF are the grant recipients and the executing agencies for Project and accountable for use of Grant funds to IFAD. UNDP and UNEP will sign sub-agreements with participating partners (respectively AGRA and Bioversity). The sub-agreements will be subject to prior IFAD review and approval if not already identified in this project document<sup>27</sup>. The Project will be implemented in line with the conditions set in the grant agreement.

### **Financial planning through the Annual Work Plan and Budget process**

2. Four designated bank accounts in USD dollars and one operating accounts in local currency shall be opened, plus the accounts of the sub-recipients, for the IFAD/GEF funds going to their component or sub-component of the Hub project. The purpose of this operation account is to facilitate speedy payments of cash expenses for implementation of the AWPB approved activities. Conservation International will use its own operating bank account, because its accounting system is able to track revenue and expenditures by project/donor, thus providing this assurance.

3. In line with normal IFAD procedures, project budgeting and implementation will be based on the preparation of Annual Work Plans and Budgets (AWPBs). The PCU will assist the implementing partners to compile AWPBs and be responsible for their timely consolidation into an AWPB for the Project as a whole. The full Project AWPB will be presented to the ISC for approval. Finally, an annual budget for the Project will be prepared by the PCU and will be sent to IFAD for no-objection.

4. The AWPB process will be a financial planning mechanism for all Project expenditure, including the GEF-IAP-funded items under components led by other GEF agencies.

5. The AWPB process is designed to ensure that the project expenditure is fully integrated across components, so as to meet the following objectives:

- a) Establishment of responsibilities for the expenditures incurred and committed
- b) Determination of activities to support country projects under the relevant Project component and subcomponent.
- c) The full determination and participation of the budget holders in AWPB preparation
- d) Thorough preparation based on realistically attainable goals and objectives, and budgetary procedures compliance.
- e) Integration of AWPB into the process of physical, financial, technical and impact monitoring.

6. The Project/IAP Coordinator and the PCU team will fully participate to inform and provide guidance on the principles of good planning and budgeting practices. These should include timeliness and accuracy in preparation, clear definition of financial resources limits, full and clear understanding that the financial data therein will be used as a management tool, based

---

<sup>27</sup> CI has already identified CSIRO as one of its sub-grantees in this project document and therefore will not require additional approval

on established responsibility centres that ensure full participation of implementation Agencies and other Project officers.

7. Consequently, the AWPB process will be given special priority, and will be done annually, within the IFAD timetable set out in the IFAD large grant agreements with contractual partners. The AWPB plan will be designed to have the activities set out under their respective Project subcomponents and components. It will therefore be produced on time, and as accurately as possible, so as to facilitate the necessary institutional approvals before the beginning of the relevant financial year. The AWPB document will be a quality document in terms of planning, financial estimates, narratives, Project design, and strategic thinking. The planned activities will emanate fully from the Logical Framework as developed and revised under the continuous guidance of the Project Monitoring and Evaluation staff.

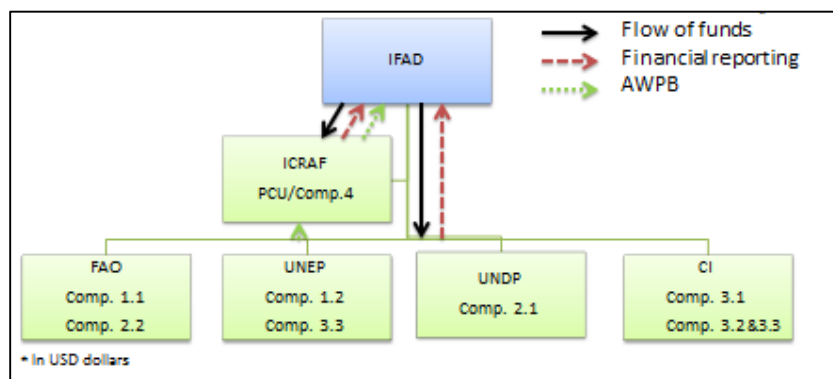
### Budgeting and budget control

8. It will be the grant recipients responsibility to share the approved budget with IFAD and provide updates on funds that have been received from IFAD. To facilitate proper budget monitoring and control, IFAD will provide budget templates that mirror its code/chart of accounts to all implementing partners. The coding will reflect the project components, categories and activities together with funding sources (IFAD, Private Sector and Beneficiaries/Implementing Partners) to enable proper budget monitoring and control.

### Flow of funds

9. The process for the flow of funds and financial reporting is outlined below:

**Figure 10:** Flow of funds



10. The GEF IAP grant will flow from GEF Secretariat to IFAD and then to the five agencies (CI, UNDP, UNEP, ICRAF, FAO) from where funds will flow to implementing partners and contractors.

11. IFAD will provide upon signature of a Grant Agreement with each of the five executing partners a start up grant of either \$250,000 (ICRAF) or \$100,000 (FAO, UNEP, UNDP, CI) for the purpose of contributing to the first Annual Work Plan and Budget, to start the recruitment process for the expertise they will assign to the PCU and to prepare for the Program launch workshop.

12. Subsequently IFAD will typically disburse the funds to each recipient via 5 tranches:

13. The first disbursement of up to 75% of the AWPB will be processed upon receipt of:

- (i) receipt by the Fund in satisfactory form of a copy of the Agreement countersigned by the authorized representative of the Recipient;
  - (ii) a letter showing the evidence of authority to sign withdrawal and
  - (iii) the first AWPB has been approved by IFAD
14. Subsequent disbursements will be made upon receipt of a Statement of Expenditure justifying at least 75% of the immediately preceding advance and 100% of all previous advances if applicable.
15. Semi-annual financial reports will be submitted to IFAD, including transaction lists certified by the Head of Finance of the institution. The submission of the semi-annual financial reports is independent of the SoEs submitted for WA processing. The financial reports will detail expenditure by category, expenditures and should exclude advances made to sub-recipients and/or implementing partners.
16. The first disbursements for UNDP and UNEP will not be authorized without the receipt of the sub-grant agreements with AGRA and Bioversity International.
17. A dedicated account should be opened by each recipient in order to receive the grant funds.
18. The five institutions which are the grant recipients and the executing agencies for this Hub project components, legally accountable to IFAD, for the use of grant funds. The components will use the recipient procedures in financial management; and IFAD standard procedures and templates for progress and completion reports.
19. IFAD will not be a party to the delivery partnership and or service contracts. This will be a responsibility of the five agencies, who will receive funds from IFAD, disburse it to implementing partners, or pay for services and account back to IFAD. The obligation of IFAD will be to disburse funds to the agencies, subject to the terms and conditions of the grant agreement.

## **Audit**

20. Each Recipient shall delivery a copy of its Institutional Audited Financial Statements within six (6) months at the end of each fiscal year, which should clearly disclose the use of IFAD funds in terms of receipts and expenditures. The deadline for the submission of final audit report is the closing date. A very efficient time schedule should align the completion date with the last day of the recipient fiscal year in order to have the final institutional audit report submitted in time.
21. For the 4 UN/CGIAR entities institutional audit reports will be acceptable, while for CI, being an NGO, a program specific audit report will be required to be submitted within 6 months from the end of the fiscal year. Additionally, semi –annual reports shall be submitted at deadlines that will be specified in each Grant Agreement.
22. CI will be subjected to a stricter FM policy compared to the other agencies due to its nature on NGO. IFAD requests submission of the recipient's audited financial statements for the previous two years for its own review in order to assess its financial capacity and soundness. A



Financial Management Assessment Questionnaire (FMAQ) was filled and submitted by CI on June 29th, 2016.

23. The audit reports should be submitted through ARTS (Audit Report Tracking System).

### Procurement

24. If an amount larger than US\$200,000 is allocated for the procurement of goods and services under the programme (thus including both the IFAD grant and co-financing), all the grant recipients are required to submit to IFAD, as part of the grant design requirements:

(a) its own procurement procedures or a statement that it will follow IFAD's Programme Procurement Guidelines; and

(b) a procurement plan for the programme or activity.

### Financial Reporting

25. To ensure timely reporting, the executing partners will provide financial reports to the PCU on a biannual basis. The reporting requirements including reporting templates will be elaborated in the PIM and distributed to the implementing partners. Reporting should enable the PCU to generate consolidated management reports for internal management decision making.

**Table 24:** Total funding per recipient:

Agency	Amount (US\$)
FAO (lead)	2 203 754
UNEP (lead)	1 755 000
UNDP (lead)	2 250 000
CI (lead)	1 755 000
ICRAF (lead)	2 861 934
<b>TOTAL</b>	<b>10 825 688</b>

### Supporting documentation

26. In accordance with the Grant Agreement, the recipient must retain all original/electronic documentation in accordance with its policies and procedures for each expenditure item in a secure location to enable inspection by IFAD representatives and auditors for a period of at least 5 years after the project completion date.

**Appendix 8: Project cost and financing**

**Table 25:** Detailed cost tables<sup>28</sup>

---

<sup>28</sup> Numbers have been rounded

Table 1.1. SbC.1.1: Science and Policy interface in place /a  
Detailed Costs

	Unit	Quantities					Total	Unit Cost/Totals Including Contingencies (US\$ '000)					Summary Divisions			Other Accounts			Proj. Area	
		2017	2018	2019	2020	2021		(US\$)	2017	2018	2019	2020	2021	Total	Component	Expenditure Account	Disb. Acct.	Fin. Rule		Impl. Agency
I. Investment Costs																				
A. 1.1.1 Regional Science and Policy Interface established and operational																				
1.1.1.1 Fine-tune the conceptual framework of the proposed IAP Regional SPI/b	US\$/yr	1	-	-	-	-	1	30,000	30	-	-	-	-	30	SBC_1.1	CONS	CONS_DA	FAO_REC ( 100% )	FAO	I
1.1.1.2 Workshops to present and discuss the conceptual framework /c	country	12	-	-	-	-	12	5,800	70	-	-	-	-	70	SBC_1.1	W&M	W&M_DA	FAO_REC ( 100% )	FAO	I
1.1.1.3 Consult with the identified platform and design the IAP SPI	US\$/yr	1	-	-	-	-	1	25,000	25	-	-	-	-	25	SBC_1.1	CONS	CONS_DA	FAO_REC ( 100% )	FAO	I
Subtotal									125	-	-	-	-	125						
B. 1.1.2 Good examples of regional, national and sub-national policies and strategies for INRM/SLM																				
1.1.2.1a Identify child projects needs with regards to policy support in a participatory process	US\$/yr	-	1	1	1	1	4	40,000	-	40	40	40	40	160	SBC_1.1	CONS	CONS_DA	FAO_REC ( 100% )	FAO	I
1.1.2.1b Identify child projects needs with regards to policy support in a participatory process	US\$/yr	-	1	1	1	1	4	20,000	-	20	20	20	20	80	SBC_1.1	W&M	W&M_DA	FAO_REC ( 100% )	FAO	I
1.1.2.2 Stocktaking of best practices on INRM/SLM policy dev., viable inter-sectorial coord. & innovative fin. mechanisms	US\$/yr	1	-	-	-	-	1	15,000	15	-	-	-	-	15	SBC_1.1	CONS	CONS_DA	FAO_REC ( 100% )	FAO	I
1.1.2.3a Develop exchange mechanism with the IAP countries policy forums /d	US\$/yr	0.2	0.2	0.2	0.2	0.2	1	133,746	27	27	27	27	27	134	SBC_1.1	CONS	CONS_DA	FAO_REC ( 100% )	FAO	I
1.1.2.3b Best practices and lessons learned publications	unit	-	0.2	-	0.2	0.2	0.6	10,000	-	2	-	2	2	6	SBC_1.1	GSI	GSI_DA	FAO_REC ( 100% )	FAO	I
1.1.2.4 Develop guidelines (how integrate the identified best practices into existing regulatory frameworks of child projects)	US\$/yr	1	1	1	1	1	5	12,000	12	12	12	12	12	60	SBC_1.1	CONS	CONS_DA	FAO_REC ( 100% )	FAO	I
1.1.2.5 On demand training tailored to specific topics funded by country projects /e	US\$/yr	0.2	0.2	0.2	0.2	0.2	1	29,000	6	6	6	6	6	29	SBC_1.1	TRNG	TR_DA	FAO_REC ( 100% )	FAO	I
1.1.2.6 Brochures, newsletter, poster, outreach material	unit	0.2	0.2	0.2	0.2	0.2	1	17,000	3	3	3	3	3	17	SBC_1.1	GSI	GSI_DA	FAO_REC ( 100% )	FAO	I
Subtotal									63	110	108	110	110	501						
C. 1.1.3 Key decision makers informed on policy gaps, best practices & options for mainstreaming results																				
1.1.3.1 Create overarching integrated communication plan /f	US\$/yr	0.2	0.2	0.2	0.2	0.2	1	570,000	114	114	114	114	114	570	SBC_1.1	CONS	CONS_DA	FAO_REC ( 100% )	FAO	I
Total Investment Costs									302	224	222	224	224	1 195						
II. Recurrent Costs																				
A. Miscellaneous	umpsun	1	1	1	1	1	5	2,200	2	2	2	2	2	11	SBC_1.1	OP	OP_DA	FAO_REC ( 100% )	FAO	I
Total Recurrent Costs									2	2	2	2	2	11						
Total									304	226	224	226	226	1 206						

/a In C.1 (Sub.C. 1.1 & 1.2) all Consultancy costs are including: 1 FS science policy Specialist and 1 Finance Officer and 3 ad hoc consultants

/b Jointly carried out with activities under output 1.2.1

/c For national partners from 12 countries

/d Established under the child projects comp.1 developments and best practices

/e Linked to activity 1.2.3.2

/f In consultation with IAP child projects

Table 1.2. SbC.1.2: Established scientific knowledge support interface /a

Detailed Costs																				
	Unit	Quantities					Total	Unit Cost totals Including Contingencies (US\$ '000)					Summary Divisions			Other Accounts			Impl. Agency	Proj. Area
		2017	2018	2019	2020	2021		(US\$)	2017	2018	2019	2020	2021	Total	Component	Expenditure Account	Disb. Acct.	Fin. Rule		
I. Investment Costs																				
A. 1.2.1 Relevant platforms/initiatives linked at country&region lev. /b																				
1.2.1.2 Identify glob/reg/country's civ. society partners,inst.,platforms that influence knowledge on sust.&resilient agric. ecosystem in Africa	US\$/yr	1	-	-	-	-	1	20,000	20	-	-	-	-	20	SBC_1.2	CONS	CONS_DA	UNEP_REC ( 100% )	UNEP	I
1.2.1.2 Review the identified scientific platform in a workshops with national partners	US\$/yr	1	-	-	-	-	1	40,000	40	-	-	-	-	40	SBC_1.2	CONS	CONS_DA	UNEP_REC ( 100% )	UNEP	I
1.2.1.3 Establish reg. netw ork platforms to promote evidence based solutions across member countries	US\$/yr	0.2	0.2	0.2	0.2	0.2	1	90,000	18	18	18	18	18	90	SBC_1.2	CONS	CONS_DA	UNEP_REC ( 100% )	UNEP	I
Subtotal									78	18	18	18	18	150						
B. 1.2.2 Latest scient.&tech. knowledge tools/methods synthesized & available to decision makers																				
1.2.2.1 Identify best practices according to science support integrated landscape mngt & FS	US\$/yr	1	1	1	1	1	5	10,000	10	10	10	10	10	50	SBC_1.2	CONS	CONS_DA	UNEP_REC ( 100% )	UNEP	I
1.2.2.2 Create a toolbox of existing methods /c	US\$/yr	0.2	0.2	0.2	0.2	0.2	1	53,000	11	11	11	11	11	53	SBC_1.2	GSI	GSI_DA	UNEP_REC ( 100% )	UNEP	I
1.2.2.3 Identify child projects needs /d	US\$/yr	0.25	0.25	0.25	0.25	-	1	66,000	17	17	17	17	-	66	SBC_1.2	CONS	CONS_DA	UNEP_REC ( 100% )	UNEP	I
1.2.2.4 Provide internat. expertise to develop nat. level training & capacity dev. programs /e	US\$/yr	-	1	-	-	-	1	20,000	-	20	-	-	-	20	SBC_1.2	CONS	CONS_DA	UNEP_REC ( 100% )	UNEP	I
1.2.2.5 Hold regional science-policy forum for scientists and decion makers /f	US\$/yr	-	1	-	-	-	1	70,000	-	70	-	-	-	70	SBC_1.2	W&M	W&M_DA	UNEP_REC ( 100% )	UNEP	I
Subtotal									37	127	37	37	21	259						
C. 1.2.3 Policy-support tools that supports scientifically sound & coherent policies related to enviro&agric. planning																				
1.2.3.1 Prepare baseline and binial integrated and trends in the environment	US\$/yr	0.3	-	0.3	-	0.4	1	100,000	30	-	30	-	40	100	SBC_1.2	CONS	CONS_DA	UNEP_REC ( 100% )	UNEP	I
1.2.3.2a Develop training package&material to support netw ork of nat. partners, increase capacity to define problems/develop solutions /g	US\$/yr	-	0.25	0.25	0.25	0.25	1	50,000	-	13	13	13	13	50	SBC_1.2	CONS	CONS_DA	UNEP_REC ( 100% )	UNEP	I
1.2.3.2b Develop training package&material to support netw ork of nat. partners, increase capacity to define problems/develop solutions	US\$/yr	-	0.25	0.25	0.25	0.25	1	27,000	-	7	7	7	7	27	SBC_1.2	GSI	GSI_DA	UNEP_REC ( 100% )	UNEP	I
1.2.3.3 Adapt existing future land-use scenarios for Africa to help stakeholders explore alternatives for agric. dev. /h	worksho	-	1	1	-	-	2	60,000	-	60	60	-	-	120	SBC_1.2	CONS	CONS_DA	UNEP_REC ( 100% )	UNEP	I
1.2.3.4 Analyse impacts of various land use scenarios on ecosystem service in productive landscapes /i	US\$/yr	-	0.3	0.3	0.4	-	1	130,000	-	39	39	52	-	130	SBC_1.2	CONS	CONS_DA	UNEP_REC ( 100% )	UNEP	I
1.2.3.5 Review tools for the assessment of the values of ecosystem services and contributions of natural capital /j	US\$/yr	0.33	-	0.33	0.34	-	1	65,000	21	-	21	22	-	65	SBC_1.2	CONS	CONS_DA	UNEP_REC ( 100% )	UNEP	I
Subtotal									51	118	170	93	59	492						
Total									167	263	225	148	98	901						

/a Providing options to promote and underpin innovations for sustainability and resilience of agroecosystems in a food security context

/b Supporting innovations for sustainab. & resilience of agric. ecosystems

/c To support SLM practices, the maintenance and use of agrobiodiversity and ecosystem services and made available to country programs through an open access online database

/d With regards to scientific know ledge & tools support in a participatory process

/e To ensure country access to SLM tools & methods and agrobiodiversity options & know ledge on ecosystem services

/f To align decision makers need with scientific know ledge and tools and ensure integration betw een scientific know ledge support and policy interface activity

/g Based on scientifically sound information and analysis of trade-off

/h Capacity building workshops for national partners, one in french and one in english

/i To help decision makers understand potential trade-off resulting from decision making around agricultural expansion and explore alternative

/j To sustaining food security and enhancing sustainable development and apply in analyses under 1.2.3.4

Table 2.1. SbC.2.1: Multiple benefit innovative practice promoted which generate or safeguard ecosystem service in the food value chains and food production system

Detailed Costs																				
	Unit	Quantities					Total	Unit Cost Totals Including Contingencies (US\$ '000)					Summary Divisions			Other Accounts			Proj. Area	
		2017	2018	2019	2020	2021		(US\$)	2017	2018	2019	2020	2021	Total	Component	Expenditure Account	Disb. Acct.	Fin. Rule		Impl. Agency
I. Investment Costs																				
A. 2.1.1 Enhanced regional & national actors capacity /a																				
2.1.1.1 Develop a training programme /b	training	1	-	-	-	-	1	100,000	100	-	-	-	-	100	SBC_2.1	SUB_GRANT_AG CONS_DA	UNDP_REC ( 100% )	UNDP_AGRA	II	
2.1.1.2 Support of the development and delivery of training programme (UNDP's travel)	No.	1	-	-	-	-	1	5,000	5	-	-	-	-	5	SBC_2.1	W&M	W&M_DA	UNDP_REC ( 100% )	UNDP	II
2.1.1.3 Deliver the training program /c	global	1	-	-	-	-	1	140,000	140	-	-	-	-	140	SBC_2.1	SUB_GRANT_AG W&M_DA	UNDP_REC ( 100% )	UNDP_AGRA	II	
2.1.1.4 Create & deliver a toolkit on resilient and sustainable private sector value chains	pers	-	-	-	1	-	1	80,000	-	-	-	80	-	80	SBC_2.1	CONS	CONS_DA	UNDP_REC ( 100% )	UNDP	II
2.1.1.5 Handle toolkit editing, graphic design, translation and printing	unit	-	-	-	1	-	1	30,000	-	-	-	30	-	30	SBC_2.1	SUB_GRANT_AG CONS_DA	UNDP_REC ( 100% )	UNDP_AGRA	II	
Subtotal									245	-	-	110	-	355						
B. 2.1.2 Select reg. food crop value chains integrate sust.&resilient practices through catalytic actions																				
1. 2.1.2.1 Call for proposals for projects /d																				
a. Call for proposals	global	-	1	-	-	-	1	10,000	-	10	-	-	-	10	SBC_2.1	SUB_GRANT_AG CONS_DA	UNDP_REC ( 100% )	UNDP_AGRA	II	
b. Advertisements (12 advt in 12 countries)	country	-	12	-	-	-	12	540	-	6	-	-	-	6	SBC_2.1	GSI	GSI_DA	UNDP_REC ( 100% )	UNDP	II
Subtotal									-	16	-	-	-	16						
2. 2.1.2.2 PFP organized to bring together key stakeholders for each short-listed proposal /e																				
a. Workshop venue and catering	workshop	-	1	-	-	-	1	45,000	-	45	-	-	-	45	SBC_2.1	W&M	W&M_DA	UNDP_REC ( 100% )	UNDP	II
b. Workshop translation	global	-	1	-	-	-	1	6,000	-	6	-	-	-	6	SBC_2.1	W&M	W&M_DA	UNDP_REC ( 100% )	UNDP	II
c. Printing badges, banners and workshop material	global	-	1	-	-	-	1	6,000	-	6	-	-	-	6	SBC_2.1	GSI	GSI_DA	UNDP_REC ( 100% )	UNDP	II
d. Resource person / Facilitator	pers	-	1	-	-	-	1	11,000	-	11	-	-	-	11	SBC_2.1	W&M	W&M_DA	UNDP_REC ( 100% )	UNDP	II
e. Travel & allowance to participants and organizers	global	-	1	-	-	-	1	115,000	-	115	-	-	-	115	SBC_2.1	W&M	W&M_DA	UNDP_REC ( 100% )	UNDP	II
Subtotal									-	183	-	-	-	183						
3. 2.1.2.3 Catalytic grants	global	-	1	1	-	-	2	312,000	-	312	312	-	-	624	SBC_2.1	SUB_GRANT_AG CONS_DA	UNDP_REC ( 100% )	UNDP_AGRA	II	
4. 2.1.2.4 TA and monitoring to grantees	No.	-	-	-	-	-	-	-	30	30	10	4	74	74	SBC_2.1	W&M	W&M_DA	UNDP_REC ( 100% )	UNDP	II
5. 2.1.2.5 Knowledge products on the project experience /f	global	-	-	-	-	1	1	100,000	-	-	-	-	100	100	SBC_2.1	SUB_GRANT_AG CONS_DA	UNDP_REC ( 100% )	UNDP_AGRA	II	
6. 2.1.2.6 Operating office																				
Office sharing cost recovery	No.	1	2	2	2	1	8	3,888	4	8	8	8	4	31	SBC_2.1	GSI	GSI_DA	UNDP_REC ( 100% )	UNDP	II
Use of office equipment (photocopied leasing, etc.)	No.	1	-	-	-	-	1	1,426	1	-	-	-	-	1	SBC_2.1	GSI	GSI_DA	UNDP_REC ( 100% )	UNDP	II
Stationary	No.	1	2	2	2	1	8	108	0	0	0	0	0	1	SBC_2.1	GSI	GSI_DA	UNDP_REC ( 100% )	UNDP	II
Office equipment to be purchased	No.	1	-	-	-	-	1	2,700	3	-	-	-	-	3	SBC_2.1	GSI	GSI_DA	UNDP_REC ( 100% )	UNDP	II
Telecommunication cost (landline and cell phone)	No.	1	2	2	2	1	8	675	1	1	1	1	1	5	SBC_2.1	GSI	GSI_DA	UNDP_REC ( 100% )	UNDP	II
Subtotal									9	9	9	9	5	41						
Subtotal									9	551	351	19	109	1 039						
Total Investment Costs									254	551	351	129	109	1 394						
II. Recurrent Costs																				
A. Salaries & Allowances																				
Create & deliver a toolkit on resilient and sustainable private sector value chains	US\$/yr	-	-	-	1	1	2	107,000	-	-	-	107	107	214	SBC_2.1	SA	SA_DA	UNDP_REC ( 100% )	UNDP	II
Deliver the training programme	staff time	1	-	-	-	-	1	107,000	107	-	-	-	-	107	SBC_2.1	SA	SA_DA	UNDP_REC ( 100% )	UNDP	II
Call for proposals for projects addressing key resilience/sust./prod./mkt constraints	US\$/yr	-	1	-	-	-	1	14,000	-	14	-	-	-	14	SBC_2.1	SA	SA_DA	UNDP_REC ( 100% )	UNDP	II
Facilitation platform (PFP)	staff time	-	1	-	-	-	1	50,000	-	50	-	-	-	50	SBC_2.1	SA	SA_DA	UNDP_REC ( 100% )	UNDP	II
Catalytic grants, TA and monitoring to selected proposals	staff time	-	-	-	-	-	-	-	150	214	107	-	-	471	SBC_2.1	SA	SA_DA	UNDP_REC ( 100% )	UNDP	II
Total Recurrent Costs									107	214	214	214	107	856						
Total									361	765	565	343	216	2 250						

/a to integrate sustainability & resilience aspects into regional staple food crop value chains

/b On how to integrate both sustainability and resilience aspects into regional staple food crop value chains

/c To the 12 participating countries and relevant RECs and other regional actors

/d for projects addressing key resilience, sustainability, production and marketing constraints of selected regional staple food crops

/e Project Facilitation Platform

/f Including on lesson and scaling up practices with the private sector created and disseminated

Table 2.2. SbC.2.2: Wide-scale and enhanced uptake of INRM to foster sust.&amp;resilience in production landscapes &amp; agroecosystems

**Detailed Costs**

	Unit	Quantities					Total	Unit Cost					Totals Including Contingencies (US\$ '000)					Summary Divisions		Other Accounts		Impl. Agency	Proj. Area																
		2017	2018	2019	2020	2021		(US\$)	2017	2018	2019	2020	2021	Total	Component	Account	Disb. Acct.	Fin. Rule																					
I. Investment Costs																																							
A. 2.2.1 Capacity dev. & TA to strengthen participatory agricult. advisory service delivery /a																																							
2.2.1.1 Advanced regional training for FFS master trainers and practioners	Training	1	1	-	-	-	2	90,000	90	90	-	-	-	180	SBC_2.2	TRNG	TR_DA	FAO_REC ( 100% )	FAO					II															
2.2.1.2 Guidance to public&private advisory services/intermediaries to support local value chains for sustainables products	global	1	1	-	1	1	4	20,000	20	20	-	20	20	80	SBC_2.2	CONS	CONS_DA	FAO_REC ( 100% )	FAO					II															
2.1.2.3 Technical advice and tools on Monitoring and Evaluation of advisory service	US\$/yr	1	1	1	1	1	5	38,000	38	38	38	38	38	190	SBC_2.2	CONS	CONS_DA	FAO_REC ( 100% )	FAO					II															
Subtotal																																							
B. 2.2.2 Knowledge sharing among countries /b																																							
2.2.2.1 Workshops on exchange of experiences among sub-sharan African Countries	global	1	1	-	1	-	3	55,640	56	56	-	56	-	167	SBC_2.2	W&M	W&M_DA	FAO_REC ( 100% )	FAO					II															
2.2.2.2 Documentation and sharing of experiences	US\$/yr	20 000	-	20 000	-	30 000	70 000	1	20	-	20	-	30	70	SBC_2.2	CONS	CONS_DA	FAO_REC ( 100% )	FAO					II															
2.2.2.3 Development of Farmer Field School Knowledge Hub	US\$/yr	-	1	-	1	-	2	65,000	-	65	-	65	-	130	SBC_2.2	CONS	CONS_DA	FAO_REC ( 100% )	FAO					II															
2.2.2.4 Support to selected IAP countries for peer-to-peer innovation and learning platforms	US\$/yr	70 000	-	50 000	50 000	-	170 000	1	70	-	50	50	-	170	SBC_2.2	GSI	GSI_DA	FAO_REC ( 100% )	FAO					II															
Subtotal																																							
Total Investment Costs																																							
II. Recurrent Costs																																							
A. Capacity dev. & TA to strengthen participatory agricult. advisory service delivery																																							
Miscellaneous	Lumpsum	1	1	1	1	1	5	2,100	2	2	2	2	2	11	SBC_2.2	OP	OP_DA	FAO_REC ( 100% )	FAO					II															
Total Recurrent Costs																																							
Total																																							

/a For sustainable up-scaling of INRM &amp; agric. intensification in small-holder systems

/b to create sub-regional farmer advisory service networks and document viable up-and out-scaling processes

Table 3.1.3.2. SbC.3.183.2: Operational Framework  
Detailed Costs

	Unit	Quantities					Total	Unit Cost		Base Cost (US\$ '000)					Summary Divisions		Expenditure Account	Disb. Acct.	Other Accounts		Impl. Agency	Proj. Area
		2017	2018	2019	2020	2021		(US\$)	2017	2018	2019	2020	2021	Total	Component	Fin. Rule						
I. Investment Costs																						
A. 3.1 Framework in place for multi-scale M&A of ecosystem services and socio-economic benefits																						
1. 3.1.1 Quantitative baseline for ecosystem services and gender disaggr. measures of FS established /a																						
a. 3.1.1.1 Synthesize existing quantitative data on land degradation, ecosystem service and food security /b																						
Consultancies- CI	US\$/yr	1	0.5	0.5	0.5	1	3.5	12,150	12	6	6	6	12	43	SBC.3.1	CONS	CONS_DA	CI_REC ( 100% )	CI	III		
Equipments- CI	US\$/yr	1	-	-	-	-	1	3,240	3	-	-	-	-	3	SBC.3.1	CONS	CONS_DA	CI_REC ( 100% )	CI	III		
Goods, Services and Inputs- CI	US\$/yr								6	5	6	6	6	29	SBC.3.1	CONS	CONS_DA	CI_REC ( 100% )	CI	III		
Salaries and Allow ances- CI	US\$/yr								51	18	3	3	3	78	SBC.3.1	CONS	CONS_DA	CI_REC ( 100% )	CI	III		
Travel and Allow ances- CI	US\$/yr								20	-	-	-	19	40	SBC.3.1	CONS	CONS_DA	CI_REC ( 100% )	CI	III		
Subtotal									93	29	14	15	41	192								
b. 3.1.1.2 Conduct training workshop to ensure that key individuals agencies have capacity to access&use the baseline information /c																						
Salaries and Allow ances- CI	US\$/yr								-	1	-	-	-	1	SBC.3.1	W&M	W&M_DA	CI_REC ( 100% )	CI	III		
Training- CI	US\$/yr	-	1	-	-	-	1	2,684	-	3	-	-	-	3	SBC.3.1	W&M	W&M_DA	CI_REC ( 100% )	CI	III		
Travel and Allow ances- CI	US\$/yr	-	1	-	-	-	1	15,301	-	15	-	-	-	15	SBC.3.1	W&M	W&M_DA	CI_REC ( 100% )	CI	III		
Subtotal									-	19	-	-	-	19								
Subtotal									93	49	14	15	41	212								
2. 3.1.2 Framework in place for measuring changes in ES and gender disaggregated FS /d																						
a. 3.1.2.2 Convene workshops in conjunction with inception workshop																						
Salaries and Allow ances- CI	US\$/yr								1	-	-	-	-	1	SBC.3.1	CONS	CONS_DA	CI_REC ( 100% )	CI	III		
Workshops & Meetings- CI	US\$/yr								3	-	-	-	-	3	SBC.3.1	CONS	CONS_DA	CI_REC ( 100% )	CI	III		
Travel and Allow ances- CI	US\$/yr								9	-	-	-	-	9	SBC.3.1	CONS	CONS_DA	CI_REC ( 100% )	CI	III		
Subtotal									12	-	-	-	-	12								
b. 3.1.2.3 Conduct a workshop whith child projects /e																						
Salaries and Allow ances- CI	US\$/yr								-	-	-	1	1	2	SBC.3.1	W&M	W&M_DA	CI_REC ( 100% )	CI	III		
Workshops & Meetings- CI	US\$/yr								-	-	-	3	3	6	SBC.3.1	W&M	W&M_DA	CI_REC ( 100% )	CI	III		
Travel and Allow ances- CI	US\$/yr								-	-	-	32	19	51	SBC.3.1	W&M	W&M_DA	CI_REC ( 100% )	CI	III		
Subtotal									-	-	-	36	23	58								
Subtotal									12	-	-	36	23	71								
3. 3.1.3 Plataform for capacity building /f																						
a. 3.1.3.1 Establish linkages with Vital Signs, NEPAD, WoCAT and Gaborone Declaration for exchange of information and best practices /g																						
Salaries and Allow ances- CI	Gobal								110	45	29	18	19	222	SBC.3.1	CONS	CONS_DA	CI_REC ( 100% )	CI	III		
Travel and Allow ances- CI	Gobal								1	2	2	2	3	11	SBC.3.1	CONS	CONS_DA	CI_REC ( 100% )	CI	III		
Subtotal									112	48	32	21	21	232								
Subtotal									217	96	46	71	85	515								

**B. 3.2 Operational framework in place for monitoring global environmental benefits in all target geographies**

**1. 3.2.1 Baseline multi-scale assessment of status and trends of global environmental benefits**

**a. 3.2.1.1 Develop baseline land cover maps for projects /h**

Equipments- CI	US\$/yr	4	-	-	-	-	4	SBC.3.1	CONS	CONS_DA	CI_REC ( 100% )	CI	III
Goods, Services and Inputs- CI	US\$/yr	3	-	-	-	-	3	SBC.3.1	CONS	CONS_DA	CI_REC ( 100% )	CI	III
Salaries and Allowances- CI	US\$/yr	1	1	1	22	24	49	SBC.3.1	CONS	CONS_DA	CI_REC ( 100% )	CI	III
<b>Subtotal</b>		9	1	1	22	24	57						

**2. 3.2.2 Multi-scale assessment of changes in status&trends of global envir. benefits /i**

3.2.2.1 Conduct analysis of historic trends in land cover and land degradation at project and regional scales /j	US\$/yr	-	-	-	21	23	44	SBC.3.1	CONS	CONS_DA	CI_REC ( 100% )	CI	III
3.2.2.2 Develop a regional land cover map /k	US\$/yr	-	-	-	21	23	44	SBC.3.1	CONS	CONS_DA	CI_REC ( 100% )	CI	III
<b>Subtotal</b>		-	-	-	42	46	88						

**3. 3.2.3 Platform for capacity building & for expanding the use of data/mehods/tools for monitoring global envir. benefits /l**

3.2.3.1 Develop web portals on Vital Signs website with online training videos&material and link to WOCAT, NEPAD, Gaborone & nat. web sites /m	US\$/yr	11	-	-	-	-	11	SBC.3.1	CONS	CONS_DA	CI_REC ( 100% )	CI	III
<b>Subtotal</b>		19	1	1	65	70	156						
<b>Total Investment Costs</b>		236	97	47	136	154	670						

**II. Recurrent Costs**

**A. Operating costs**

1. Operating Costs SC 3.1	US\$/yr	16	15	15	12	13	71	SBC.3.1	OP	OP_DA	CI_REC ( 100% )	CI	III
2. Operating Costs SC 3.2	US\$/yr	13	12	12	10	11	59	SBC.3.1	OP	OP_DA	CI_REC ( 100% )	CI	III
<b>Subtotal</b>		29	28	27	23	24	130						

**B. Salaries & Allowances /n**

3.1.1.1 Synthesize existing quantitative data on land degradation, ecosystem service and food security	US\$/yr	21	15	17	16	17	85	SBC.3.1	SA	SA_DA	CI_REC ( 100% )	CI	III
3.1.2.1 Identify 2 M&A focal points for each country child projects	US\$/yr	4	-	-	-	-	4	SBC.3.1	SA	SA_DA	CI_REC ( 100% )	CI	III
3.1.2.3 Conduct a workshop with child projects	Workshop	-	-	-	2	3	5	SBC.3.1	SA	SA_DA	CI_REC ( 100% )	CI	III
3.2.1.1 Develop baseline land cover maps for projects	US\$/yr	28	31	33	-	-	92	SBC.3.1	SA	SA_DA	CI_REC ( 100% )	CI	III
3.2.2.1 Conduct analysis of historic trends in land cover and land degradation at project and regional scales	US\$/yr	28	30	32	-	-	90	SBC.3.1	SA	SA_DA	CI_REC ( 100% )	CI	III
3.2.2.2 Develop a regional land cover map	US\$/yr	28	30	32	-	-	90	SBC.3.1	SA	SA_DA	CI_REC ( 100% )	CI	III
3.2.3.1 Develop web portals on Vital Signs website with online training videos&material and link to WOCAT, NEPAD, Gaborone & nat. web sites	US\$/yr	21	11	12	13	14	73	SBC.3.1	SA	SA_DA	CI_REC ( 100% )	CI	III
<b>Subtotal</b>		130	117	127	31	34	439						
<b>Total Recurrent Costs</b>		159	145	154	54	57	569						
<b>Total</b>		395	242	201	189	212	1 239						

la At project, national and regional scales. Food Security (FS)

lb Through the Vital Signs information System and Resilience Atlas online tool

lc E.g. project personnel, GEF and UNCCD OFFs

ld At project, national regional scales. Ecosystem Service (ES)

le To ensure all have valid statistical sampling designs with the potential for detecting changes in target metrics and indicators over the projects period

lf And for expanding the use of data/methods/tools for integrated monitoring of ES and FS established in IAP countries & region

lg Identify focal points, process for information exchange, linkages to web sites for outreach. Including travel for CI-Kenya staff to travel in all years

lh All projects that have geo-referenced boundaries and obtain 30 cm imagery in year 1 and year 4 in all project locations where it is available

li In all target geographies at completion of IAP program

lj Salaries and Allowances- CI

lk Salaries and Allowances- CI

li In all target geographies

lm Workshops, select SPP, child project demand, information and communication options

ln Including 1 Technical Manager (\$65,638/yr + incremental 8% for 5 year) and 1 Remote Sensity Analyst (\$77,572/yr + incremental 8% for 3 years)



Table 3.3. SbC.3.3: Capacity in place to apply appropriate tools and practices for monitoring resilience at multiple scale  
Detailed Costs

	Unit	2017	2018	2019	2020	2021	Total	Unit Cost (US\$)	2017	2018	2019	2020	2021	Total	Summary Divisions			Expenditure Account	Disb. Acct.	Other Accounts		Proj. Area																			
																					Component			Fin. Rule	Impl. Agency																
I. Investment Costs																																									
A. 3.3 Capacity in place to apply appropriate tools and practices for monitorin resilience at multiple scale																																									
1. 3.3.1 Regional (multi-country), gender equitable platforms /a																																									
a. 3.3.1.1 Compile and contract training materials for RAPTA, SHARP, SEPLS /b	No.	1	1	-	-	-	2	5,000	5	5	-	-	-	10	SBC_3.3	SUB_GRANT_BV	GSI_DA	UNEP_REC ( 100% )		UNEP_BIODV		III																			
b. 3.3.1.2 Workshop for national partners from 12 countries /c	US\$/yr	-	1	1	1	-	3	5,000	-	5	5	5	-	15	SBC_3.3	SUB_GRANT_BV	W&M_DA	UNEP_REC ( 100% )		UNEP_BIODV		III																			
c. 3.3.1.3 Regional analysis of landscape/sociec./agrobiodiv. data for resilience and preparation of K&M products																																									
d. 3.3.1.4 Develop and train a gender equitable regional, multi-country team /d	US\$/yr	-	-	-	1	1	2	9,500	-	-	-	10	10	19	SBC_3.3	SUB_GRANT_BV	CONS_DA	UNEP_REC ( 100% )		UNEP_BIODV		III																			
Consultancies- CI	US\$/yr								-	-	27	-	-	27	SBC_3.3	TRNG	TR_DA	CI_REC ( 100% )		CI		III																			
Salaries and Allowances- CI	US\$/yr								-	-	12	-	-	12	SBC_3.3	TRNG	TR_DA	CI_REC ( 100% )		CI		III																			
Trainings- CI	US\$/yr								-	-	3	-	-	3	SBC_3.3	TRNG	TR_DA	CI_REC ( 100% )		CI		III																			
Travel and Allowances- CI	US\$/yr								-	-	23	-	-	23	SBC_3.3	TRNG	TR_DA	CI_REC ( 100% )		CI		III																			
Subtotal									-	-	65	-	-	65																											
e. 3.3.1.5 Expand the RESILIENCE ATAS to include specific system and stressors and shocks prioritized by countries /e	US\$/yr								16	9	-	-	-	25	SBC_3.3	CONS	CONS_DA	CI_REC ( 100% )		CI		III																			
Subtotal									21	19	70	15	10	135																											
2. 3.3.2 Capacity in place at regional level to apply RAPTA and DATAR to local national scenarios /f																																									
3.3.2.1 DATAR assessment tool made into WEB or CD format and linked to input into GEF Secret. tracking tools for Biodiversity	US\$/yr	1	-	-	-	-	1	80,000	80	-	-	-	-	80	SBC_3.3	SUB_GRANT_BV	GSI_DA	UNEP_REC ( 100% )		UNEP_BIODV		III																			
3.3.2.2 Training of Masters trainers to use DATAR and calculate crop and livestock diversity indices /g	workshoj	1	1	-	1	-	3	33,000	33	33	-	33	-	99	SBC_3.3	SUB_GRANT_BV	TR_DA	UNEP_REC ( 100% )		UNEP_BIODV		III																			
3.3.2.3 In country training on DATAR for enumerators and data collection entry by national team	workshoj	6	-	3	3	-	12	10,000	60	-	30	30	-	120	SBC_3.3	SUB_GRANT_BV	TR_DA	UNEP_REC ( 100% )		UNEP_BIODV		III																			
3.3.2.4 Data analysis workshop (nat.&reg.lev.) & production of distribution maps that link agrobiodiv.&resilience																																									
3.3.2.5 Develop linkages among existing resiliencies platforms /h	workshoj	-	-	1	1	-	2	60,000	-	-	60	60	-	120	SBC_3.3	SUB_GRANT_BV	W&M_DA	UNEP_REC ( 100% )		UNEP_BIODV		III																			
3.3.2.6 Develop training materials on web platforms to embed resilience, adaptation & trasformation and ensure outreach /i	US\$/yr								1	35	30	19	20	106	SBC_3.3	CONS	CONS_DA	CI_REC ( 100% )		CI		III																			
Subtotal	Unit								174	68	120	142	36	541	SBC_3.3	CONS	CONS_DA	CI_REC ( 100% )		CI		III																			
3. 3.3.3 Capacity in place for countries & regional bodies /j																																									
3.3.3.1 Update portfolio of interventions in the heuristic framework /k	Global	1	1	-	-	-	2	10,000	10	10	-	-	-	20	SBC_3.3	SUB_GRANT_BV	CONS_DA	UNEP_REC ( 100% )		UNEP_BIODV		III																			
3.3.3.2 Traslation Framework	US\$/yr	1	1	-	-	-	2	40,000	40	40	-	-	-	80	SBC_3.3	SUB_GRANT_BV	CONS_DA	UNEP_REC ( 100% )		UNEP_BIODV		III																			
3.3.3.3 Training of Master trainers to use the heuristic decision-making framw ork	US\$/yr	1	1	-	-	-	2	20,000	20	20	-	-	-	40	SBC_3.3	SUB_GRANT_BV	TR_DA	UNEP_REC ( 100% )		UNEP_BIODV		III																			
3.3.3.4 Cross country, regional workshops to apply heuristic framework to inform. analyzed from diversity assessment & analysis tools /l																																									
Subtotal	workshoj	-	-	1	1	-	2	40,000	70	70	40	40	-	80	SBC_3.3	SUB_GRANT_BV	W&M_DA	UNEP_REC ( 100% )		UNEP_BIODV		III																			
4. 3.3.4 Professionals																																									
3.3.4.1 Principal Scientist	days	5	5	5	5	5	25	1,080	5	5	5	5	5	27	SBC_3.3	SUB_GRANT_BV	CONS_DA	UNEP_REC ( 100% )		UNEP_BIODV		III																			
3.3.4.2 Regional Scientist	days	5	5	5	5	5	25	800	4	4	4	4	4	20	SBC_3.3	SUB_GRANT_BV	CONS_DA	UNEP_REC ( 100% )		UNEP_BIODV		III																			
3.3.4.3 Regional Research Assistants	days	30	30	30	30	30	150	360	11	11	11	11	11	54	SBC_3.3	SUB_GRANT_BV	CONS_DA	UNEP_REC ( 100% )		UNEP_BIODV		III																			
Subtotal									20	20	20	20	20	101																											
Total Investment Costs																																									
II. Recurrent Costs																																									
A. Operating costs	Global								12	11	11	9	10	54	SBC_3.3		OP	OP_DA	CI_REC ( 100% )		CI		III																		
B. Operating costs	Global								14	14	14	14	14	70	SBC_3.3		OP	OP_DA	UNEP_REC ( 100% )		UNEP		III																		
C. Salaries & Allowances																																									
3.3.1.5 Expand the RESILIENCE ATAS to include specific system and stressors and shocks prioritized by countries	US\$/yr								25	19	21	22	24	111	SBC_3.3		SA	SA_DA	CI_REC ( 100% )		CI		III																		
3.3.2.5 Develop linkages among existing resiliencies platforms	US\$/yr								-	11	12	13	14	52	SBC_3.3		SA	SA_DA	CI_REC ( 100% )		CI		III																		
3.3.2.6a Develop training materials on web platforms to embed resilience, adaptation & trasformation and ensure outreach																																									
Subtotal	US\$/yr								-	19	21	22	24	86	SBC_3.3		SA	SA_DA	CI_REC ( 100% )		CI		III																		
Total Recurrent Costs																													51	75	79	81	86	373							
Total																													337	253	330	299	152	1370							

1a For capacity building and for expanding the use of data to monitor the resilience of ecosystem, production system and livelihoods to stressors and shocks and to understand the interventions that im

1b With examples from IAP countries that have used these approaches including translation to french and english

1c To compare tools and lessons learned on landscape and socioecological resilience

1d With the skills and capacity to provide training on incorporating resilience thinking and monitoring into project design, outcome assessment and policies

1e Including agro-biodiversity- Salaries and Allowances- CI

1f Diversity Assessment Tools for Agrobiodiversity and Resilience (DATAR)

1g Indices on the amount and distribution of functional diversity for key environmental and market constraints

1h Such as, but not limited to RESILIENCE ATLAS, RAPTA, DATAR, SHARP with national webistes- Salaries and Allowances- CI

1i Consultancies- CI

1j To use a heuristic framework to assess contributions of traditional crop varieties and animal breeds to resilience of agricultural productivity to climate variability and shocks

k Based on Comp. 2.2 consultation interventions

l From 3.3.1 and 3.3.2 workshops done jointly with regional workshops in 3.1 and 3.2

Table 4. C4: Coordination, reporting and management functions across IAP projects  
Detailed Costs

	Unit	Quantities					Total	Unit Cost (US\$ '000)					Total	Parameters (in %)				Summary Divisions		Expenditure		Disb. Acct.	Other Accounts		Impl. Agency	Proj. Area	
		2017	2018	2019	2020	2021		2017	2018	2019	2020	2021		Phy. Cont. Rate	For. Exch.	Gross Tax Rate	Component	Account	Fin. Rule	Agency							
I. Investment Costs																											
A. 4.1 Structures and processes in place to ensure program coherence, reporting, aggregation and comparability																											
1. 4.1.1 Program monitoring system in place and implementation based on adoptive results-based management																											
4.1.1.1 Establishment of program monitoring and evaluation system	M&E system	1	-	-	-	-	1	39,500	40	-	-	-	-	40	0.0	0.0	0.0	C.4	CONS	CONS_DA	ICRAF_REC ( 100% )	ICRAF	IV				
4.1.1.2 Identification of baseline and targets for program-level indicators and their subsequent tracking	US\$/yr	1	1	1	1	1	5	15,400	15	15	15	15	15	77	0.0	0.0	0.0	C.4	CONS	CONS_DA	ICRAF_REC ( 100% )	ICRAF	IV				
4.1.1.3 Computers	Laptop	2	-	-	-	-	2	2,164	4	-	-	-	-	4	0.0	0.0	0.0	C.4	GS	GS_DA	ICRAF_REC ( 100% )	ICRAF	IV				
4.1.1.4 Office desks and chairs	Unit	2	-	-	-	-	2	721	1	-	-	-	-	1	0.0	0.0	0.0	C.4	GS	GS_DA	ICRAF_REC ( 100% )	ICRAF	IV				
4.1.1.5 Communication, workshop and dissemination materials /a	US\$/yr								4	4	4	4	5	21	0.0	0.0	0.0	C.4	GS	GS_DA	ICRAF_REC ( 100% )	ICRAF	IV				
Administrative services	US\$/yr								38	41	40	34	35	187	0.0	0.0	0.0	C.4	GS	GS_DA	ICRAF_REC ( 100% )	ICRAF	IV				
Subtotal									103	60	59	53	55	330													
B. 4.2 Frameworks for knowledge management and south-south exchange																											
1. 4.2.1 Communication and dissemination of Program results																											
4.2.1.1 Finalization of program-level knowledge management and communication strategy	US\$/yr	1	-	-	-	-	1	15,400	15	-	-	-	-	15	0.0	0.0	0.0	C.4	CONS	CONS_DA	ICRAF_REC ( 100% )	ICRAF	IV				
4.2.1.2 Established and maintenance of program website	Pers.	1	1	1	1	1	5	10,781	11	11	11	11	11	54	0.0	0.0	0.0	C.4	CONS	CONS_DA	ICRAF_REC ( 100% )	ICRAF	IV				
4.2.1.3 Development of outreach material	US\$/yr	1	1	1	1	-	4	46,200	46	46	46	46	-	185	0.0	0.0	0.0	C.4	CONS	CONS_DA	ICRAF_REC ( 100% )	ICRAF	IV				
4.2.1.4 Dissemination of results through multiple channels /b	US\$/yr	0.2	0.2	0.2	0.2	0.2	1	42,000	8	8	8	8	8	42	0.0	0.0	0.0	C.4	W&M	W&M_DA	ICRAF_REC ( 100% )	ICRAF	IV				
4.2.1.5 Inception workshop, annual (or bi-annual) program planning capacity building workshops /c	Workshop	2	2	1	1	1	7	38,500	77	77	39	39	39	270	0.0	0.0	0.0	C.4	W&M	W&M_DA	ICRAF_REC ( 100% )	ICRAF	IV				
4.2.1.6 Facilitate south-south exchange excursion and study trips for country projects on the basis of the demand /d	Pers/trip	1	1	1	1	1	5	16,200	16	16	16	16	16	81	0.0	0.0	0.0	C.4	TRNG	TR_DA	ICRAF_REC ( 100% )	ICRAF	IV				
Subtotal									174	159	120	120	74	647													
C. 4.3 Impact assessment of project and program																											
1. 4.3.1 Mid-term and final evaluation and assessment of program impacts																											
4.3.1.1 Finalisation of outcome mapping framework of key boundary partners and subsequent tracking of behavioral change	framework	1	1	1	1	1	5	30,032	30	30	30	30	30	150	0.0	0.0	0.0	C.4	CONS	CONS_DA	ICRAF_REC ( 100% )	ICRAF	IV				
4.3.1.2 Program mid-term evaluation	Study	-	-	1	-	-	1	69,300	-	-	69	-	-	69	0.0	0.0	0.0	C.4	CONS	CONS_DA	ICRAF_REC ( 100% )	ICRAF	IV				
4.3.1.3 Program final evaluation	Study	-	-	-	-	1	1	69,300	-	-	-	-	69	69	0.0	0.0	0.0	C.4	CONS	CONS_DA	ICRAF_REC ( 100% )	ICRAF	IV				
4.3.1.4 Stakeholder engagement workshop EDW /e	Pers/Workshc	-	12	-	12	-	24	2,000	-	24	-	24	-	48	0.0	0.0	0.0	C.4	W&M	W&M_DA	ICRAF_REC ( 100% )	ICRAF	IV				
4.3.1.5 IFAD Regional Implementation Workshops /f	Pers/Wrkshg	-	12	-	12	-	24	2,000	-	24	-	24	-	48	0.0	0.0	0.0	C.4	W&M	W&M_DA	ICRAF_REC ( 100% )	ICRAF	IV				
Subtotal									30	78	99	78	99	385													
D. 4.3.2 PCU																											
1. 4.3.2.1a Annual Steering and Technical Advisory Committee meetings	Workshop	1	1	1	1	1	5	37,200	37	37	37	37	37	186	0.0	0.0	0.0	C.4	W&M	W&M_DA	ICRAF_REC ( 100% )	ICRAF	IV				
Total Investment Costs									344	334	316	288	266	1,548													
II. Recurrent Costs																											
A. 4.3.2 PCU																											
1. 4.3.2.2 Project Coordinator	Pers/m								196	205	214	224	235	1,074	0.0	0.0	0.0	C.4	SA	SA_DA	ICRAF_REC ( 100% )	ICRAF	IV				
B. Operating Costs	Global								48	48	48	48	48	240	0.0	0.0	0.0	C.4	OP	OP_DA	ICRAF_REC ( 100% )	ICRAF	IV				
Total Recurrent Costs									244	253	262	272	283	1,314													
Total									588	587	578	561	549	2,862													

/a Including hardware materials, a camera, flashdisks, etc.

/b Organization of annual south-south meeting

/c Each year including 11 travels for 2 persons for a 3 day conference (costs include 4 nights accommodations (\$100), DSA (\$45), other costs and visa)

/d Including: international travel airfare (\$3000/tr.), accommodation (\$2400/n), other costs (\$2500), DSA (\$45) for 30 days

/e 1 Coordinator and 3 Sub Reg. persons for 3 workshops

/f For 1 Coordinator and 3 pers. of Sub Reg.

**Components by Recipients**  
(US\$ '000)

	ICRAF recipient Amount	FAO recipient Amount	UNEP recipient Amount	UNDP recipient Amount	CI recipient Amount	GOES Amount	Total Amount
<b>A. 1: Create and/or strengthen integrated institutional framework and mechanism</b>							
1. 1.1: Science and Policy interface in place	-	1 206	-	-	-	-	1 206
2. 1.2: Established scientific knowledge support interface /a	-	-	901	-	-	-	901
<b>Subtotal</b>	-	1 206	901	-	-	-	2 107
<b>B. 2: Scaling-up of integrated approaches</b>							
1. 2.1: Multiple benefit innovative practice promoted /b	-	-	-	2 250	-	-	2 250
2. 2.2: Wide-scale and enhanced uptake of INRM /c	-	997	-	-	-	-	997
<b>Subtotal</b>	-	997	-	2 250	-	-	3 247
<b>C. 3: Monitoring and assessment of global envir. benefits and agro-ecosystem resilience</b>							
1. 3.1: Framework in place for multi-scale M&A of ecosystem services & socio-ec. benefits	-	-	-	-	1 239	-	1 239
2. 3.2: Operational framework in place for monitoring global environmental benefits in all target geographies	-	-	-	-	-	-	-
3. 3.3: Capacity in place to apply appropriate tools and practices for monitoring resilience at multiple scale	-	-	854	-	516	-	1 370
<b>Subtotal</b>	-	-	854	-	1 755	-	2 609
D. 4: Coord., reporting & general manag. functions across IAP project /d	2 862	-	-	-	-	-	2 862
<b>Total PROJECT COSTS</b>	2 862	2 204	1 755	2 250	1 755	-	10 826

\a That provides options to promote and underpin innovations for sustainability and resilience of agroecosystems in a food security context

\b Which generate or safeguard ecosystem service in the food value chain and food production system

\c To foster sustainability and resilience in production landscapes and agroecosystems

\d For programmatic impacts, visibility and coherence

**Expenditure Accounts by Recipients**  
(US\$ '000)

	ICRAF_recipient	FAO_recipient	UNEP_recipient	UNDP_recipient	CI_recipient	Total
	Amount	Amount	Amount	Amount	Amount	Amount
<b>I. Investment Costs</b>						
A. Consultancies	659	1 464	751	80	740	3 695
B. Grants & Subsidies AGRA	-	-	-	1 004	-	1 004
C. Grants & Subsidies BIOVERSITY	-	-	784	-	-	784
D. Goods, Services & Inputs	214	193	80	54	-	541
E. Workshops & Meetings	594	317	70	256	78	1 314
F. Training	81	209	-	-	65	355
<b>Total Investment Costs</b>	<b>1 548</b>	<b>2 182</b>	<b>1 685</b>	<b>1 394</b>	<b>883</b>	<b>7 692</b>
<b>II. Recurrent Costs</b>						
A. Salaries & Allow ances	1 074	-	-	856	688	2 618
B. Operating Costs	240	22	70	-	184	515
<b>Total Recurrent Costs</b>	<b>1 314</b>	<b>22</b>	<b>70</b>	<b>856</b>	<b>872</b>	<b>3 134</b>
<b>Total PROJECT COSTS</b>	<b>2 862</b>	<b>2 204</b>	<b>1 755</b>	<b>2 250</b>	<b>1 755</b>	<b>10 826</b>

**Disbursement Accounts by Recipients**  
(US\$ '000)

	ICRAF_recipient	FAO_recipient	UNEP_recipient	UNDP_recipient	CI_recipient	Total
	Amount	Amount	Amount	Amount	Amount	Amount
Consultancies	659	1 464	971	944	740	4 779
Goods, Services & Inputs	214	193	170	54	-	631
Workshops & Meetings	594	317	285	396	78	1 669
Training	81	209	259	-	65	614
Salaries & Allow ances	1 074	-	-	856	688	2 618
Operating Costs	240	22	70	-	184	515
<b>Total PROJECT COSTS</b>	<b>2 862</b>	<b>2 204</b>	<b>1 755</b>	<b>2 250</b>	<b>1 755</b>	<b>10 826</b>

**Expenditure Accounts by Components - Totals Including Contingencies**  
(US\$ '000)

**3: Monitoring and assessment of global  
envir. benefits and agro-ecosystem  
resilience**

	<b>1: Create and/or strengthen integrated institutional framework and mechanism</b>				<b>3.1: Framework in place for multi-scale M&amp;A of ecosystem services &amp; socio-ec. benefits</b>	<b>3.2: Operational framework in place for monitoring global environmental benefits in all target geographies</b>	<b>3.3: Capacity in place to apply appropriate tools and practices for monitoring resilience at multiple scale</b>	<b>4: Coord., reporting &amp; general manag. functions across IAP project</b>	<b>Total</b>
	<b>1.1: Science Policy interface in place</b>	<b>1.2: Established scientific knowledge support interface</b>	<b>2.1: Multiple benefit innovative practice promoted</b>	<b>2.2: Wide-scale and enhanced uptake of INRM</b>					
<b>I. Investment Costs</b>									
A. Consultancies	994	751	80	470	593	-	148	659	3 695
B. Grants & Subsidies AGRA	-	-	1 004	-	-	-	-	-	1 004
C. Grants & Subsidies BIOVERSITY	-	-	-	-	-	-	784	-	784
D. Goods, Services & Inputs	23	80	54	170	-	-	-	214	541
E. Workshops & Meetings	150	70	256	167	78	-	-	594	1 314
F. Training	29	-	-	180	-	-	65	81	355
<b>Total Investment Costs</b>	<b>1 195</b>	<b>901</b>	<b>1 394</b>	<b>987</b>	<b>670</b>	<b>-</b>	<b>997</b>	<b>1 548</b>	<b>7 692</b>
<b>II. Recurrent Costs</b>									
A. Salaries & Allowances	-	-	856	-	439	-	249	1 074	2 618
B. Operating Costs	11	-	-	11	130	-	124	240	515
<b>Total Recurrent Costs</b>	<b>11</b>	<b>-</b>	<b>856</b>	<b>11</b>	<b>569</b>	<b>-</b>	<b>373</b>	<b>1 314</b>	<b>3 134</b>
<b>Total PROJECT COSTS</b>	<b>1 206</b>	<b>901</b>	<b>2 250</b>	<b>997</b>	<b>1 239</b>	<b>-</b>	<b>1 370</b>	<b>2 862</b>	<b>10 826</b>
Taxes	-	-	-	-	-	-	-	-	-
Foreign Exchange	-	-	-	-	-	-	-	-	-

**Project Components by Year -- Totals Including Contingencies**  
(US\$ '000)

<b>Totals Including Contingencies</b>						
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Total</b>
<b>A. 1: Create and/or strengthen integrated institutional framework and mechanism</b>						
1. 1.1: Science and Policy interface in place	304	226	224	226	226	1 206
2. 1.2: Established scientific know ledge support interface /a	167	263	225	148	98	901
<b>Subtotal</b>	<b>470</b>	<b>489</b>	<b>449</b>	<b>375</b>	<b>324</b>	<b>2 107</b>
<b>B. 2: Scaling-up of integrated approches</b>						
1. 2.1: Multiple benefit innovative practice promoted /b	361	765	565	343	216	2 250
2. 2.2: Wide-scale and enhanced uptake of INRM /c	296	271	110	231	90	997
<b>Subtotal</b>	<b>657</b>	<b>1 036</b>	<b>675</b>	<b>574</b>	<b>306</b>	<b>3 247</b>
<b>C. 3: Monitoring and assessment of global envir. benefits and agro-ecosystem resilience</b>						
1. 3.1: Framew ork in place for multi-scale M&A of ecosystem services & socio-ec. benefits	395	242	201	189	212	1 239
2. 3.2: Operational framew ork in place for monitoring global environmental benefits in all target geographies	-	-	-	-	-	-
3. 3.3: Capacity in place to apply appropriate tools and practices for monitorin resillience at multiple scale	337	253	330	299	152	1 370
<b>Subtotal</b>	<b>732</b>	<b>495</b>	<b>531</b>	<b>488</b>	<b>364</b>	<b>2 609</b>
D. 4: Coord., reporting & general manag. functions across IAP project /d	588	587	578	561	549	2 862
<b>Total PROJECT COSTS</b>	<b>2 447</b>	<b>2 607</b>	<b>2 233</b>	<b>1 997</b>	<b>1 542</b>	<b>10 826</b>

\a That provides options to promote and underpin innovations for sustainability and resilience of agroecosystems in a food security context

\b Which generate or safeguard ecosytem service in the food value chanis and food produccion system

\c To foster sustainability and resilience in production landscaes and agroecosystems

\d For programmatics impacts, visibility and coherence

Project co-financing (**Table 8**)

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Amount (\$)
GEF Agency	IFAD	Cash	41 583 850
GEF Agency	FAO	Cash	1 780 000
GEF Agency	FAO	In kind	1 250 000
GEF Agency	UNEP - WCMC	Cash	350 000
GEF Agency	UNEP - WCMC	In kind	14 000
GEF Agency	AMCEN (UNEP)	Cash	815 000
GEF Agency	AMCEN (UNEP)	In kind	815 000
GEF Agency	UNDP	Cash	5 375 000
GEF Agency	UNDP	In kind	5 375 000
GEF Agency	CI	Cash	2 000 000
Other	ICRAF	Cash	18 000 000
Other	Bioversity Int'l	Cash	2 700 000
Other	AGRA	In kind	5 000 000
<b>Total Co-financing</b>			<b>85 057 850</b>

## Appendix 9: Indicative TORs for Project Staff and Program Bodies

**Title:** IAP Project/Program Coordinator

**Duty station:** Nairobi, Kenya

**Duration:** 5 years

**Start date:** To be determined

**Organisational context:** PCU & Component 4 - IAP and the link to ECD and IFAD. To be hired by ICRAF

**Duties and responsibilities:** The IAP Project/Program Coordinator will lead the implementation of the regional Hub project for the IAP and act as the Secretary to the IAP regional partnership forum that will meet once a year back-to-back with the Project Steering Committee. S/he will also ensure coordination and harmonization of reporting from all projects on global environmental benefits and other key indicators on food security and resilience. S/he will engage in policy dialogue, capacity building and coordination and supervision of activities to be implemented by the project and its partners.

S/he will have the following main responsibilities.

- In close consultation with the Knowledge Management and Communication Specialist, develop a framework for the Program M&E system including indicators to be monitored by all projects
- Develop and IAP Annual Report in close consultation with the Knowledge Management and Communication Specialist.
- Liaise with Program partners and engage in ongoing regional policy dialogue on sustainability and resilience for food security
- Provide oversight of the knowledge services provided by the project under the three components of the IAP and assess services delivered by Program partners on relevance, efficiency and quality
- In collaboration with the Knowledge Management and Communication Specialist, ensure that lessons are learned, case studies are captured and identified, and knowledge products related to sustainability and resilience for food security are produced.
- Lead the recruitment process for all service providers required for the delivery of project related activities, including the development of specific terms of reference and preparation of detailed work plans, as well as defining and agreeing on the exact nature and timing of the deliverables with each.
- Contribute to reporting structures as laid out in the IAP documentation and the preparation of the Annual Work Plan and Budget.
- Undertake any other duties, within her/his area of competence, as assigned by the IAP lead agency
- The Coordinator will be in charge of resource mobilization



**Minimum requirements:**

- A higher degree in agriculture, natural resources management, soil and water conservation or related discipline with sound knowledge of contemporary issues in environmental/natural resources management and food security.
- A minimum of six years of experience in the fields environment and natural resource management in a relevant public institution, the private sector or in an international organization, with proven skills in the management and coordination of internationally financed development Programmes.
- The candidate would be expected to have a creative, energetic but pragmatic approach to problem solving and a thorough knowledge of the regional institutional setting and framework related to natural resources management and food security in Africa; and to be familiar with key inter-governmental and non-governmental organizations and stakeholders involved in policy dialogue on natural resources management and food security at the regional and sub-regional levels.
- Computer literacy and a good command of spoken and written English and a working knowledge of French are required.

**Title:** **Knowledge Management and Communication Specialist (part-time)**

**Duty station:** Nairobi, Kenya

**Duration:** 5 years

**Start date:** To be determined

**Organisational context:** PCU & Component 4 - Information on IAP and the link to ECD and IFAD. To be hired by ICRAF.

**Duties and responsibilities:** The overall purpose of the position is to improve project management processes and results by fully integrating KM and communication into all aspects of project management, including M&E, financial management, supervision and reporting.

Main duties include:

- Support the development and implementation of the IAP regional Hub project's Knowledge Management and Communication Strategy with supporting calendar.
- Support the IAP Project Coordinator on a variety of communications based tasks
- Liaise with the Senior Knowledge Management Specialist at IFAD's Environment and Climate Division.
- Develop and maintain content on the IAP web portal - writing, editing, uploading photo and video materials, blogs, development of on-line tools, resources and publications.
- Facilitate exchange of information/KM clinics among projects.

- Provide portfolio monitoring support (i.e. corporate tracking of indicators at Programme level; consolidation of M&E data; qualitative analysis of the quantitative data collected; etc)
- Identify indicators and monitoring methods, which should be reflected in the Program M&E system, to track results and impact of KM activities
- Develop and maintain social media content for IAP activities.
- Develop other content such as photos, video, infographics.
- Contribute to IFAD and other partners web, blog and social media content (including ECD xDesk),
- Prepare media products and liaise with media as required.
- Undertake and present research as requested.
- Support the IAP Project Coordinator in producing an IAP Annual Report.
- Support the organisation of meetings, teleconferences and other internal and external knowledge sharing events/activities.
- Support the development of an IAP Knowledge Sharing Network which promotes the exchange of ideas and lessons learned between projects.
- Develop KM and Communications training modules for IAP KM and Communications project staff.
- Support the development of presentations and knowledge products for dissemination at international meetings such as the GEF Assembly, UNFCCC, CBD.
- Send regular updates to selected external knowledge networks.
- Record the outcomes and key action points of meetings.
- Perform other duties as requested.

**Minimum requirements:**

- University degree in the field of communications, development, international affairs, environment or environmental cooperation agriculture, natural resources or related field;
- Minimum of 3 years of experience in related area;
- Demonstrated experience writing targeted content and other communications and knowledge sharing materials in English;
- Demonstrated experience in organization of small and medium sized meetings and events;
- Familiarity with the U.N. system and the international agriculture and rural development community;
- Knowledge on natural resource management, sustainable agriculture, climate change and related issues, including how they impact rural development and poverty reduction;
- Ability to extract main points from diverse sources and clearly present them through prose;
- Ability to work well in a high-paced, multicultural environment;
- Strong word processing (Word, Excel, PowerPoint, etc.) skills;

**Additional skills:**

- Experience with social media a plus

- Experience with wikis and Google Docs a plus
- Experience with web development a plus
- Knowledge of French language a plus

**Title:** Gender Specialist (part-time)

**Duty station:** Nairobi, Kenya

**Duration:** To be determined

**Start date:** To be determined

**Organisational context:** PCU & Component 4 - Gender mainstreaming into the IAP and the link to ECD and IFAD. To be hired by ICRAF.

**Duties and responsibilities:** This position will be responsible for ensuring that gender considerations are well integrated into all project approaches, strategies, activities, inputs and outputs. S/he will also be responsible for advising the PCU and IAP partners on gender issues.

His/her main tasks will be:

- Advise the PCU and the National Teams on gender issues; Assess and analyze the IAP from a gender perspective; Identify key gender issues in the IAP and key gender entry points in the theory of change.
- Develop a list of indicators to be used to monitor gender mainstreaming ensuring that focus is maintained on empowering and engaging women in all projects.
- Identify awareness and training needs regarding gender; Prepare a practical strategy for integrating gender into the Program, including a training Programme and a gender monitoring framework.
- Work with the PCU to (i) integrate gender into all project work plans and activities, (ii) integrate gender into all project ToRs (iii) review all outputs from a gender perspective; suggest monitoring mechanisms to monitor the effectiveness of the Program with regards to addressing gender issues.
- Review impact evaluations of similar projects/Programs and document lessons learned to inform the implementation the Program and projects.
- Work closely with the country projects to achieve project objectives related to women's empowerment, capacity improvement and reduction women's vulnerability to climate change and other external stressors.
- Submit a Report comprising all aspects as mentioned above at the end of the assignment.
- (a) develop a theory of change specifically on gender in the IAP (this would precede the identification of indicators);
- (b) identify good practices for gender mainstreaming and gender transformative impact through the management of natural capital;

- (c) play a key role in knowledge management and sharing – including south-south exchanges - on lessons learned about gender equality and women's empowerment through IAP – both as an end in its own right and also contributing to project performance; (d) produce case studies and annual reports on progress (rather than one report at the end).

**Minimum requirements:**

- Advanced university degree in Development studies/ Development economics/ Agricultural economics/ Socio-economics, or other related field
- Have track record of publications on mainstreaming gender and gender equity. Additional areas of experience may include poverty reduction; economics, business administration or management.
- Minimum of 6 years of relevant practical field experience on gender mainstreaming, socio-economic and/or livelihood assessments, risks and vulnerability assessments, Capacity building and training of women.
- Demonstrated experience of successfully working with international/national partners on gender and rural livelihoods.
- Demonstrated ability to interact effectively with a range of stakeholders – from national and local government and rural women to sub-regional and regional fora.
- Demonstrated experience in conducting assessments for planning and/or evaluation purposes, as well as familiarity with community-based and participatory approaches.
- Experience in working in multicultural and multidisciplinary teams of experts
- Computer literacy and a good command of spoken and written English are required and knowledge in French would be an advantage.

**Title:** IAP Food Security Science-Policy Interface Specialist (part-time)

**Duty station:** Nairobi

**Duration:** 5 years

**Start date:** To be determined

**Organisational context:** Component 1 SPI

**Duties and responsibilities:** The IAP-Food Security SPI specialist will be engaged in the implementation of Component 1 Science-Policy Interface of the regional Hub project for the IAP, led jointly by FAO and UNEP.

S/he will have the following main responsibilities.

- Provide scientific and technical leadership to the project team and act as the representative of the project at regional and international levels;
- Liaise with SPI C1 partners and engage in ongoing regional science and policy dialogue on sustainability and resilience for food security;

- Coordinate agreed output delivery procedures in order to facilitate the SPI project component implementation and ensure delivery of high quality outcomes;
- Provide technical inputs on policy and science related topics relevant to C1 delivery and in close consultation with experts;
- Facilitate communications and linkages at regional and national levels and communication with FAO and UNEP staff engaged in the C1 of the IAP regional Hub project, as well as with the IAP PCU and the IAP-Food Security Coordinator;
- Supervise the management of the C1 component's budget in accordance with the agreed work plan and approved disbursement of project funds;
- Coordinate provision of committed in-kind and in-cash contributions for the C1's delivery;
- Oversee provision of specific technical and scientific inputs as required;
- Identify and engage with the suitable technical experts to provide scientific and technical backstopping to the Project;
- Provide technical input to the preparation of C1 regional workshops and training materials and publication;
- Develop and deliver SPI C1 reports to the PCU;
- Undertake any other duties, within her/his area of competence, as assigned by the IAP lead agency.

**Minimum requirements:**

- Higher university degree in agriculture, natural resource management or related discipline with sound knowledge on evidence based sustainable land management policy development and the application thereof;
- Minimum of ten years' experience in administration/management of international projects, preferably as team leader or global coordinator;
- Proven experience in project management and implementation;
- Proven experience in facilitating meetings or discussions;
- Willingness and ability to travel frequently to the participating countries;
- Ability to work with senior government officials, research institutes, non-governmental organizations (NGOs), and local communities, etc.;
- Proven ability to manage budgets;
- Demonstrated experience working in an international and/or multi-cultural environment;
- Fluency in written and spoken English with strong communication skills;
- Competency in spoken and written French highly desirable;
- Proven track record in project management design and implementation;
- Proven team player able to work effectively across cultures and within and across organizations;
- Highly organized and strong attention to detail;
- Demonstrated problem solving skills and ability to build on existing knowledge to develop new approaches;
- Excellent analytical skills.

**Title:** Sustainable and Resilient Food Value Chains Expert

**Duty station:** Nairobi

**Duration:** 3 years

**Start date:** To be determined

**Organisational context:** Component 2.1, to be hired by UNDP.

**Duties and responsibilities:** The IAP-Food Security Sustainable and Resilient Food Value Chains Expert will be engaged in implementation of 'Outcome 2.1 Multiple benefit innovative practices promoted which generate or safeguard ecosystem services in the food value chains and food production systems' led by UNDP in partnership with AGRA.

The expert will lead on the mobilization of the regional multi-stakeholder platforms and on the preparations and delivery of the Project Facilitation Platforms (PFP) and in particular on the calls for proposals for catalytic action related to increased productivity, sustainability and resilience at the level of selected regional food-crop value chains.

S/he will provide technical support to the project promoters selected and carry-out monitoring and evaluation, respectively, during and at the end of the grant cycle.

S/he will support the development and delivery of a training Programme on how to integrate sustainability and resilience aspects in food crop value chains and assist with knowledge products

On all assigned responsibilities, the consultant will work closely with UNDP Regional Service Center Inclusive Growth and Sustainable Development Cluster and in particular its Private Sector AFIM and Global Environmental Finance (GEF) units, as well as AGRA.

S/he will have the following main responsibilities.

- Provide substantive inputs into the development and delivery of the training Programme on how to integrate both sustainability and resilience aspects into regional staple food crop value chains;
- Support the delivery of the training Program to the 12 participating countries and relevant RECs and other regional actors;
- Support the development, technical assistance provision, and field implementation of sustainability and resilience aspects in national staple food value chain approaches, based on country demand and additional country budget;
- Assist in new Program development relevant value chain initiatives of the 12 participants countries;
- Lead on the organization of the Project Facilitation Platform;
- Develop Calls for Proposals and key criteria to shortlist proposals addressing resilience, sustainability, value chain approaches, production and marketing solutions of selected regional staple food;
- Support the shortlisting of proposal to be presented at a multi-stakeholder regional Project Facilitation Platform (PFP);

- Contribute to knowledge development tools especially preparation of the draft toolkit on sustainable and resilience value chains;
- Lead on the monitoring, complementary technical backstopping and administration of the grants for the 3 projects, in each sub-region;
- Identify collaborative opportunities with other GEF AIP implementing partners;
- Undertake any other duties, within her/his area of competence, as assigned by UNDP as it relates to this project.

#### **Reporting and Coordination:**

- The consultant will work closely and report directly to UNDP RSCA Inclusive Growth and Sustainable Development Cluster Private Sector AFIM unit Special Advisor.
- The consultant will have to coordinate the inputs of the AGRA focal point for this Programme with the UNDP colleagues in the Private Sector AFIM and GEF units at the UNDP Regional Service Center for Africa, Inclusive Growth and Sustainable Development Cluster
- The consultant will also work with key partners and stakeholders.

#### **Minimum requirements:**

- At least a Masters Degree (or equivalent) in environmental studies, climate change, Agriculture and rural development, Agricultural economics, agro-ecological production systems, natural resources management, food security, or related field.
- A minimum of seven years of progressive experience in food value chains, especially in relation to supporting the adoption of environmentally sustainable and resilient practices in food production, is required
- Experience working with African agricultural value chains as well as public and private sector agribusiness sector institutions,
- Hands on work experience in project development and delivery in developing countries in general and Africa in particular
- Facilitation and training experience in the agribusiness field
- Knowledge of private sector and pro-poor market development, in particular of agriculture value chain approaches
- Knowledge of environmental sustainability and resilience issues in agriculture value chains including proven private sector companies models and related investments,
- Expertise in integrating environmental and resilience aspects in food value chains
- Knowledge of GEF, UNDP and other UN agencies are beneficial
- Knowledge of regional private sector companies and financial institutions, especially in the agro-food industry
- Strong analytical aptitude, communication and presentation skills
- Demonstrates integrity by modelling the UN's values and ethical standards
- Strong project management skills
- Positive, constructive attitude and approaches work with energy
- Demonstrates openness to change and ability to receive / integrate feedback
- Good networking skills to engage with both internal and external partners
- Excellent knowledge of English, including the ability to write reports clearly and concisely, and to set out a coherent argument in presentations and group interactions;

- Working knowledge of French an asset;
- Capacity to communicate fluently with different stakeholders (civil society, government authorities, local communities, private sector, project staff); and
- Computer skills: Full command of Microsoft applications (word, excel, PowerPoint) and common internet applications will be required.

**Title: Integrated and Natural Resources Management (INRM) expert (part time)**

**Duty station:** Nairobi

**Duration:** 5 years

**Start date:** TBD

**Organisational context:** Component 2.2, to be hired by FAO.

**Duties and responsibilities:** The INRM expert will be engaged in implementation of Component 2.2 of the regional Hub project for the IAP, led by FAO. S/he will provide guidance on INRM and contribute to capacity building and strengthening of extension and advisory services in INRM and related work of IAP countries.

S/he will have the following main responsibilities:

- Act as the liaison officer between FAO team for Component 2.2 and the PCU of the Regional Hub based in Kenya;
- provide technical support to the component 2.2 on INRM and land and water management;
- in collaboration with ICRAF and Bioversity provide technical support on curriculum development for advanced regional trainings for FFS Master Trainers;
- support the Global Virtual FFS Knowledge Hub by supporting exchange and documentation of lessons learned on scaling up INRM and land management through participatory advisory services;
- provide technical guidance, oversee and participate in implementing regional workshops on exchange of experiences among the SSA countries, for promoting INRM/landscape and Sustainable Land Management (SLM) approaches;
- promote enhanced linkages and exchange among relevant actors in the field including research and extension actors.

#### **Minimum requirements**

- University degree M.Sc. in natural resources management, land and water or equivalent;
- Minimum 7 years of experience in tropical agriculture and sustainable land management;
- Demonstrated ability on capacity development and training on INRM;
- Demonstrated knowledge on advisory services in different contexts of Sub-Saharan Africa;



- Knowledge on sustainable agriculture, climate change and related issues, including how they impact rural development and food security;
- Proven team player able to work effectively across cultures and within and across organizations;
- Familiarity with the U.N. system.

**Title:** Expert on M&E and knowledge management for advisory services (part time)

**Duty station:** Rome, Italy

**Duration:** 5 years

**Start date:** TBD

**Organisational context:** Component 2.2 , to be hired by FAO.

**Duties and responsibilities:** The M&E and knowledge management expert will be engaged in implementation of Component 2.2 of the regional Hub project for the IAP, led by FAO. S/he will provide guidance on the activities of Component 2.2 on knowledge sharing and establishment of M&E systems for extension services in close collaboration with IAP component 1 and component 4.

**S/he will have the following main responsibilities:**

- Provide technical advice and tools on monitoring and evaluation and impact analysis of advisory services and resilience assessment;
- Supervise the advanced regional trainings for FFS Master Trainers on participatory monitoring and evaluation of rural advisory services/FFS activities;
- Develop and maintain the Global Virtual FFS Knowledge Hub and oversee the management of the interactive platform for exchange among practitioners worldwide;
- Collect and promote sharing of documentation of IAP experiences, including policy briefs and case studies of successful impact of participatory advisory services, INRM approaches and sustainable value chains. This will include awareness-raising of important project outcomes with regional and sub-regional entities. Provide technical guidance to advisory services and intermediaries to help smallholder integrate into value chains for sustainable products;

**Minimum requirements:**

- University degree in the field of communications, development, international affairs, environment or related field;
- Minimum 7 years of experience in participatory agricultural advisory service;
- Proven technical expertise in monitoring and evaluation systems and impact assessment of advisory services and capacity to adapt them in different contexts;
- Demonstrated ability to build on existing knowledge to develop new approaches;
- Demonstrated experience in writing targeted content and knowledge sharing materials in English and French;

- Familiarity with the U.N. system and the international agriculture and rural development community;
- Knowledge on natural resource management, sustainable agriculture, climate change and related issues, including how they impact rural development and food security;
- Proven team player able to work effectively across cultures and within and across organizations.
- Excellent analytical skills

**Title: Community-based learning expert (part time)**

**Duty station:** Rome, Italy

**Duration:** 5 years

**Start date:** TBD

**Organisational context:** Component 2.2, to be hired by FAO.

**Duties and responsibilities:** Community-based learning expert will be engaged in implementation of Component 2.2 of the regional Hub project for the IAP, led by FAO. S/he will provide guidance on methodological approaches to assist and train farmer communities through participatory advisory services.

**S/he will have the following main responsibilities:**

- Provide technical advice on participatory approaches and non-formal education to advisory services of IAP countries;
- Supervise and provide methodological support to the advanced regional trainings for FFS Master Trainers;
- Prepare material, choose trainers and provide guidance on designing training Programmes for advanced regional trainings for FFS Master Trainers;
- Provide pedagogical material on community-based learning to be shared through the Global Virtual FFS Knowledge Hub;
- Coordinate the workshop on “lessons from implementation of FFS and APFS approaches, their role in strengthening extension systems, and advocacy process to institutionalize FFS approach at national level”;
- Select case studies on successful impact of methodological approaches used by participatory advisory services;
- Support and provide guidance to the community stakeholders peer-to-peer innovation and learning platforms.

**Minimum requirements:**

- University degree in social science, development or related field;
- Minimum 5 years of experience in participatory agricultural advisory service;
- Proven technical expertise in supervising learning process in different contexts;

- Demonstrated experience in supporting extension services and FFS methodological approach;
- Knowledge on action-research in rural development context;
- Familiarity with the U.N. system and the international agriculture and rural development community;
- Proven team player able to work effectively across cultures and within and across organizations.

**Title:** IAP Food Security M&A Technical Manager (part-time)

**Duty station:** Nairobi

**Duration:** 5 years

**Start date:** To be determined

**Organisational context:** Component 3\_M&A, to be hired by CI.

**Duties and responsibilities:** The IAP-Food Security M&A Technical Manager will manage the technical implementation of Component 3 Monitoring and Assessment (M&A) of the regional Hub project for the IAP, led by Vital Signs. S/he will also manage the technical implementation of component 3.1 and 3.2, ensuring coordination and harmonization of reporting from components 3.1 Framework in place for Multi-scale monitoring and assessment of ecosystem services and socio-economic benefits, 3.2 Operational framework in place for monitoring resilience of food security and global environmental benefits in all target geographies. S/he will develop and disseminate through the web site technical training materials to support capacity building in Monitoring and Assessment components 3.1 and 3.2, which will be led by Conservation International;

S/he will have the following main responsibilities.

- In close consultation with the IAP Food Security partners, develop a framework for the Program M&A system including indicators to be monitored by the regional Hub and all projects
- Provide technical oversight and coordination for component 3.1 and 3.2 to assure relevance, efficiency and quality
- Develop technical training materials and disseminate and maintain them on the Vital Signs web site
- Develop linkages to other national and regional web portals to ensure broad regional output
- Conduct training workshops to build capacity of partners and stakeholders
- Identify the M&A focal point for each country project and engage with them on a constant basis
- Lead the recruitment process for all service providers required for the implementation of project related activities, including the development of specific technical terms of reference and preparation of detailed work plans, as well as defining and agreeing on the exact nature and timing of the deliverables with each.

- Contribute to reporting structures as laid out in the IAP documentation and the preparation of the Annual Work Plan and Budget.
- Undertake any other duties, within her/his area of competence, as assigned by CI as it relates to this project

**Minimum requirements:**

- A higher degree in statistics, quantitative ecology or agroecology, with sound knowledge of monitoring and assessment, including sampling design and statistical analysis.
- A minimum of four years of experience in the fields of monitoring and assessment with demonstrated quantitative skills in trend analysis with proficiency in analysing and interpreting results.
- Proven track record in managing projects; proficiency in report preparation, results monitoring and evaluation.
- Highly organized and strong attention to detail.
- Experience conducting training workshops or teaching at the undergraduate level.
- Demonstrated ability to collaborate and work effectively with multicultural, multidisciplinary teams to produce positive results.
- The candidate would be expected to have a creative, energetic but pragmatic approach to problem solving and a thorough knowledge of the regional institutional setting and framework related to natural resources management and food security in Africa; and to be familiar with key inter-governmental and non-governmental organizations and stakeholders involved in policy dialogue on natural resources management and food security at the regional and sub-regional levels.
- Database and web site management and excellent knowledge of statistical packages, including Programming in R. Excellent spoken and written English are required and knowledge in French would be an advantage.

**Title:** IAP Food Security Agrobiodiversity Technical Manager

**Duty station:** Nairobi

**Duration:** 5 years

**Start date:** To be determined

**Organisational context:** Development and Mainstreaming Agrobiodiversity Activities in Components 1, 2 and 3, to be hired by Bioversity

**Duties and responsibilities:** The IAP-Food Security Agrobiodiversity Technical Manager will manage the technical implementation of Component 3.3 of the regional Hub project for the IAP, led by Bioversity International. S/he will also manage linkages of Component 3.3 with Components 1 and 2, by ensuring coordination and harmonization of the assessment and use of agrobiodiversity within the UNEP and FAO led Component 1 Science and Policy frameworks, and ensuring that the capacity the use appropriate agrobiodiversity to improve farm and field productivity and resilience is mainstreamed within the FAO and UNDP/AGRA led Component 2. S/he will coordinate and disseminate through the web site technical

training materials to support capacity building in the assessment and use of agrobiodiversity for production and resilience of small holder farmers in Africa;

S/he will have the following main responsibilities.

- In close consultation with the IAP Food Security partners, develop a framework for the DATAR system including indicators to be monitored by the regional Hub and all projects
- Provide technical oversight to ensure integration of DATAR assessment and integrated diversity use with Component 1 Scientific and Policy platforms.
- Develop technical training materials and disseminate and maintain them on the DATAR web site and to Component 2 for mainstreaming through Component 2 partners' web sites.
- Develop linkages to other national and regional web portals to ensure broad regional output
- Support Child country project when requested in the assessment and use of agrobiodiversity in improving agricultural and rangeland production.
- Conduct training workshops to build capacity of partners and stakeholders
- Identify the Agrobiodiversity focal point for each country, project and engage with them on a constant basis
- Lead the recruitment process for all service providers required for the implementation of project related activities, including the development of specific technical terms of reference and preparation of detailed work plans, as well as defining and agreeing on the exact nature and timing of the deliverables with each.
- Contribute to reporting structures as laid out in the IAP documentation and the preparation of the Annual Work Plan and Budget.
- Undertake any other duties, within her/his area of competence, as assigned by Bioversity as it relates to this project

**Minimum requirements:**

- A higher degree in crop or livestock genetic diversity, ethnobotany or agroecology, with sound knowledge of participatory approaches, agronomy, statistics and diversity assessment.
- A minimum of five years of experience in the fields of agrobiodiversity with demonstrated quantitative skills in trend analysis with proficiency in analysing and interpreting results.
- Proven track record in managing projects; proficiency in report preparation, results monitoring and evaluation.
- Highly organized and strong attention to detail.
- Experience conducting training workshops and working with national partners in developing economies.
- Demonstrated ability to collaborate and work effectively with multicultural, multidisciplinary teams to produce positive results.
- The candidate would be expected to have a creative, energetic but pragmatic approach to problem solving and a thorough knowledge of the regional institutional setting and framework related to natural resources management and food security in Africa; and to be familiar with key inter-governmental and non-governmental

organizations and stakeholders involved in policy dialogue on agrobiodiversity and food security at the regional and sub-regional levels.

- Excellent spoken and written English are required and knowledge in French would be an advantage.

**Title:** IAP Food Security M&A Remote Sensing Analyst

**Duty station:** Nairobi

**Duration:** 5 years

**Start date:** To be determined

**Organisational context:** Component 3 M&A, to be hired by CI.

**Duties and responsibilities:** The IAP-Food Security M&A Remote Sensing Analyst will be engaged in implementation of Component 3 Monitoring and Assessment (M&A) of the regional Hub project for the IAP, led by Conservation International (CI). S/he will compile, analyze, interpret, manage, and distribute remote sensing imagery (MODIS, Landsat, Digital Globe). S/he plays a lead role in ensuring that baseline land cover maps are compiled and that land cover trends are analysed at project and regional scales. The Remote Sensing Analyst functions as a key remote sensing technical resource for Components 3.1 and 3.2 of the Monitoring and Assessment.

S/he will have the following main responsibilities:

- Develop baseline land cover maps for all projects that have geo-referenced spatial boundaries at 30m and at very high resolution, where data are available.
- Develop a regional-scale land cover map (30m)
- Perform modelling and classification analyses using time-series datasets (e.g., climate, satellite, and reanalysis data) for ecosystem modelling and climate variability research, including generating customized code, based on R and Python, for large volume data processing and analysis
- Capacity building for expanding the use of the data, methods and tools to other countries and regions
- Contribute written input and technical guidance to the IAP project
- Manage the highly visible, complex technical IAP project including meeting donor deadlines
- Manage external partner relationships including development of capacity and generation of outputs to guide partners in making decisions.
- Contribute to reporting structures as laid out in the IAP documentation and the preparation of the Annual Work Plan and Budget.

- Undertake any other duties, within her/his area of competence, as assigned by CI as it relates to this project

**Minimum requirements:**

- Advanced degree in remote sensing, geography or earth science.
- 7 or more years of experience in scientific research and/or managing remote sensing or research projects or initiatives.
- Demonstrated scientific writing experience, including peer-reviewed publications
- Proven ability in successfully interpreting and applying scientific information, data, models and developing creative solutions to achieve practical results.
- Proven track record in project management design and implementation.
- Proven team player able to work effectively across cultures and within and across organizations.
- Excellent written and verbal communication skills.
- Highly organized and strong attention to detail.
- Demonstrated problem solving skills and ability to build on existing knowledge to develop new approaches.
- Excellent analytical skills.
- Proficient in statistical and/or GIS software systems and procedures, and skilled in using new software applications
- Proven technical expertise in habitat monitoring, land degradation methodologies and analyses, and ecosystem modeling using a range of remote sensing techniques, image sources, and GIS

**Title: IAP Task Manager<sup>29</sup>**

**Duty station:** Addis Ababa; preferably first year assigned to Nairobi

**Duration:** 5 years

**Start date:** To be determined

**Organisational context:** Fee funded, to be hired by IFAD

The Task Manager (TM) will provide **oversight of a project funded Project Coordinator** hired by an executing agency selected by IFAD, who will manage in particular the hub project, which has the objective of coherence and collective impact through a set of activities which support country projects as well as ensure that program objectives are delivered through these projects. The TM will also provide oversight of the effectiveness and efficiency of the executing **agency for the hub project**.

The TM will also act in a **representational role** (together with Regional Divisions, ECD and PRM) with respect to inter-governmental regional and sub-regional organizations and, as

---

<sup>29</sup> The selection process of the candidate will involve a hiring panel which includes representatives of the implementation partners who have the highest stake in the program at Hub and country level, ie UNDP & FAO

necessary, individual governments in project countries, as well as to a variety of other actors in this thematic space, the donor and other GEF Agencies involved in this IAP.

The TM will work on policy engagement and collaboration between agencies in the region to ensure synergies and scaling up of successful IAP practices and activities throughout the region. The TM will ensure **overall program delivery**, including ensuring that both technical and fiduciary standards are met or (in the case of country projects which have non IFAD GEF implementing agencies), that these are reported on. Attention will be paid in particular to establishment and monitoring of milestones at project and program level, in light of a history of delayed disbursement with many GEF agencies.

**GEF Reporting** will be centralized through IFAD and will be an important monitoring task of the TM of the executing agency and will be supported in coordination with the ECD, ESA and WCA portfolio officers. Monitoring and Assessment of GEF collective targets of the program (to be delivered directly through the constituent projects as well as indirectly through the program approach promoted) will be closely followed and efficient and ideally real time systems devised.

**Knowledge Management and Communications** will be conceived and managed in conjunction with the KM function person(s) in the executing agency as well as (to a lesser degree) the KM relevant officers in the individual project teams, other Agencies; all in close coordination with relevant IFAD HQ staff.

### **Specific responsibilities and tasks**

The TM supports and supervises:

- The operational planning and implementation of a new, large, complex and innovative program.
- Program and to a lesser extent project operating plans and budgets.
- Development of operational and management related strategies and action plans
- Program and to a lesser degree project responsive to the priorities of the GEF Focal Areas which fund the IAP
- Regular and representative stakeholder and partner group meetings.
- Effective and efficient processes and systems for delivery of the program.  
Performance outcomes and status of all activities
- Evaluation and reporting of results, as well as recommendations for corrective action.
- Technical compliance of IFAD and other Agencies involved to GEF standards and the systems of the GEF Project Agency, including project cycle implementation activities (e.g. annual supervision missions and participating in project steering committees)
- Liaison with the GEF Secretariat and other parts of the GEF family with respect to project cycle functions
- Engage in policy dialogue in the region to promote the Program and present best practices that could be scaled up in non IAP countries
- Support dialogue between non-IFAD IAP projects and IFAD country offices to ensure collaboration and synergies between projects in the countries

### **Other tasks and responsibilities:**

- Keeps abreast of GEF procedures



- Participates as a representative of the IFAD GEF Project Agency in external meetings, including GEF Focal Areas Task Forces, GEF Agency project steering committees, and other meetings as appropriate.
- Outreach to other GEF implementing agencies, executing agencies, and donors for co-financing.
- Performs other duties as assigned.

#### **Minimum requirements**

- At least Masters Degree in environmental studies, climate change, Agriculture and rural development, Agricultural economics, agro-ecological production systems, natural resources management, food security, or related field.
- A minimum of at least ten years of progressive and relevant experience
- Experience working in Africa, preferably including with intergovernmental bodies
- Experience of GEF projects or programs, standards, processes and systems.
- Experience on evidence generation and advocacy, preferably in the area of food security policy
- Spoken fluency in English and French, good working written ability in French
- Must be able to travel regularly: trips are usually for a week at a time, regional travel up to 30% of time.

#### **TERMS OF REFERENCE FOR THE IAP STEERING COMMITTEE (ISC)**

**Role of the ISC:** The ISC will be established to monitor progress in project execution, to provide strategic and policy guidance for the whole Program; as and when required, the ISC will take decisions with regard to design and implementation issues of the Program as well as other issues affecting the achievement of the Program's objective. The ISC will be responsible for providing general oversight of the Program and will ensure that all projects and activities agreed upon under the GEF Program Framework Document (PFD) are adequately prepared and carried out. In particular, it will:

- Provide overall guidance to the country projects on the timeframe for meeting key Program milestones, such as CEO endorsement, mid-term and final evaluations
- Ensure that the approaches are coherent across the IAP portfolio
- Ensure that learning and scaling up mechanisms are in place and that M&E and M&A are coherently conducted across the portfolio
- Provide guidance on the harmonisation of the mechanisms for multiple stakeholder planning and investment across multiple-scales
- Ensure coherence with Programme approach and results with the vision of the GEF2020 strategy
- Ensure all project documents are in accordance with the PFD
- Provide inputs to the Program mid-term and final evaluations, review findings and provide comments for the Management Response
- Ensure wide dissemination of Program information and best practices.

#### **Meetings of the ISC:**

1. The ISC will normally be held annually back-to-back with other high-level Africa meetings, such as AMCEN, but the Chairperson will have the discretion to call additional meetings bi-annually if this is considered necessary. Meetings of the ISC would not necessarily require a physical meeting and could be undertaken electronically. No more than 12 months may elapse between CC meetings. ISC meetings may also take place back-to-back with all project planning meetings (bi-annual or annual)

2. Invitations to a regular ISC meeting shall be issued not less than 90 days in advance of the date fixed for the meeting. Invitations to special meetings shall be issued not less than forty days in advance of the meeting date.

3. The Program Management Unit (PCU) to be established by the regional project will act as Secretariat to the ISC and be responsible for providing ISC members with all required documents in advance of ISC meetings, including the annual Program M&E report, and independent scientific reviews of significant technical proposals or analyses as required. The PCU will prepare written report of all ISC meetings and be responsible for logistical arrangements relative to the holding of such meetings.

**Participation:** The ISC members will include GEF agencies: CI, FAO, UNDP and UNEP, all participating countries, African institutions such as AU/NEPAD, and key partner institutions in charge of regional capacity building and knowledge services. The Program Coordinator will act as the Secretary to the ISC. Other active institutions may be requested to participate as observers. GEF Sec and IFAD will have an observer status. IFAD will exercise no objection with respect to the decisions of the ISC.

**Decision-making:** All decisions of the ISC shall be taken by consensus.

**Reports and recommendations:** At each meeting, the ISC shall approve report text that embodies its views, recommendations, and decisions, including, when requested, a statement of minority views.

## **TERMS OF REFERENCE FOR THE IAP TECHNICAL ADVISORY COMMITTEE (IAP-AC)**

**Role of the IAP-AC:** The IAP-AC is an advisory body to the Program that will provide advice on scientific and technical issues related to achieving global environmental, socio-economic and food security benefits at Program level. It will also when required provide technical and strategic advice on institutional frameworks and upscaling of integrated natural resources management. It will provide feedback on the technical and scientific quality of the knowledge products developed by the Program to support country level implementation. I will also assist with identifying opportunities for publication and wider dissemination of key scientific and technical findings of the Program.

**Meetings of the IAP-AC:** The IAP-AC will normally meet annually in connection with the IAP-CC meetings. Meetings of the AC would not necessarily require a physical meeting and could be undertaken electronically (largely through email communications and skype discussions).

**Participation:** The IAP-AC members will include eminent experts on integrated natural resources management, agro-biodiversity, resilience and food security and could be drawn from STAP of the GEF, CST of the UNCCD, and Africa regional and sub-regional technical institutions, such as CILSS/AGIR and IGAD.

**Reports and recommendations:** Key recommendations of the IAP-AC annual meeting shall be summarized in a brief report that will be submitted to the IAP-CC to inform its deliberations and decisions.

## Appendix 10: Safeguards (Program summary of projects)

### Environmental and social, categorisation and climate risk classification:

1. **Environmental and Social Category.** Each IFAD project under the IAP FS has been screened following the SECAP procedure, while those country projects associated with other GEF Agencies have been screened according to the procedure in use in that Agency. The IAP FS Program can be classified as Category B, reflecting the risk ratings (table below) of its constituent country projects. It is worth noting that the Hub project itself does not undertake any investments and hence can be categorized as Category C.
2. **Climate Risk Category.** Following IFAD's SECAP assessment procedures, this program can be classified as "Medium risk", as it operates in areas where there are significant climate risks. However as this Hub project does not undertake any investments it can be categorized as "Low".

Country	Agency	Project Name	Env/ Social Category	Climate Risk Classification	Mitigated potential social, environmental, and climate risks
Ethiopia	UNDP	Integrated Landscape Management to Enhance Food Security and Ecosystem Resilience	B	M	<ul style="list-style-type: none"> <li>•The project could risk exacerbating existing inequalities in wealth &amp; power as the wealthy and powerful could dominate groups thus there is a risk that they may dominate decision making &amp; garner greatest benefits.</li> <li>•Most likely, community members do not have the capacity or knowledge to understand key elements such as to whom does the right to the use of ecosystem services belong, what ecosystem service(s) are available, and how can we guarantee that the benefits from ecosystem services are distributed in a transparent manner. Such limitations hinder claiming for their rights.</li> </ul>
Uganda	UNDP/ FAO	Fostering Sustainability and Resilience for Food Security in Karamoja sub region	B	M	<ul style="list-style-type: none"> <li>•The project involves reforestation whose success will depend on climate conditions as well as the institution of sustainable management systems</li> <li>•The outcomes of the project are sensitive to climate change</li> </ul>

<b>Ghana</b>	WB	Sustainable Landscape Management Project in Northern Ghana	B	M	<ul style="list-style-type: none"> <li>•Negative social and environmental impacts of project activities are expected to be minor. In general, impacts should be positive as the overall aim is to improve land, water, and natural habitat management through technologies which also benefit participating communities and individuals.</li> <li>•To be included in the menu of options for application during the project, an SLWM technology will first need to be judged to have a clear (and potentially quantifiable) environmental benefit, which is denoted by its score on an ESs index. The menu of SLWM options has been revised to include lessons learned from previous phases of the projects as well as new complementary activities such as traditional grain storage silos and provision of crop processing equipment such as manual grain mills, however, not having new safeguards implications (due to size, location, and technology in question).</li> <li>•Agricultural lands required for SLM activities are self-selected by communities and individual farmers willing to adopt SLWM technologies. Forest Management Plans (and mini plans for some of the target forest reserves) guide safeguards treatment of activities within target forest reserves, including on aspects of collaborative forest management and access rights for the fringe communities.</li> </ul>
<b>Burundi</b>	FAO	Support for sustainable food production and enhancement of Food security and Climate Resilience in Burundi's Highlands	L	M	tdb
<b>Swaziland</b>	IFAD	Climate-Smart Agriculture for Climate-Resilient Livelihoods	B	M	<p>Risks mitigated by the project include:</p> <ul style="list-style-type: none"> <li>•Increased pressure on rangelands as protection zones for erosion control and irrigation catchments are fenced off</li> <li>• Inequitable distribution of benefits due to elite capture of SML</li> </ul>

					<p>support and market linkage</p> <ul style="list-style-type: none"> <li>• Intensified agricultural production causes more surface erosion and forms a diffuse source of pollution agro-chemicals</li> <li>• Large-scale environmental and economic damage as a consequence of failure of large erosion-control and irrigation Infrastructure (small earth dams)</li> <li>• Construction of reservoirs and irrigated commands results in displacement and resettlement of some people</li> <li>• Loss of wetland habitats due to conversion to irrigated command areas</li> <li>• Increased temperatures and more erratic rainfall patterns will negate most of the production gains achieved during the Project period</li> </ul>
Kenya	IFAD	Establishment of the Upper Tana Nairobi Water Fund	B	M	<p>Risks mitigated by the project include:</p> <ul style="list-style-type: none"> <li>• Unbalanced and inequitable distribution of project activities and benefits, due to capture by 'the better-off' and leading social strata. This risk will be mitigated through explicit gender and youth targeting and intense household-level surveys including socio-economic data.</li> <li>• Increasing surface erosion through intensified agricultural production. The risk is anticipated as not substantial: erosion control measures such as terracing, grass strips and agro-forestry will mitigate land degradation.</li> <li>• Pressure on wetlands and wetland biodiversity through conversion into irrigated farmland. Riparian zone management practices and wetland mapping will mitigate this risk. The restoration of ecosystem services, particularly water-related services, is at the core of the UTNWF approach</li> </ul>
Senegal	IFAD/UNIDO	Agricultural Value Chains Support Project	B	M	<p>Risks mitigated by the project include:</p> <ul style="list-style-type: none"> <li>•decrease of natural resources</li> <li>•loss of biodiversity</li> <li>•loss of indigenous flora</li> <li>•fragmented landscape</li> <li>•soil erosion</li> <li>•GHG emission</li> <li>•deforestation</li> <li>•land degradation</li> <li>•pollution</li> <li>•increase temperatures</li> </ul>

					<ul style="list-style-type: none"> <li>•increase of frequency of natural hazards</li> <li>•increase of drought intensity</li> </ul>
<b>Burkina</b>	IFAD	Fostering Participatory Natural Resource Management Project	B	M	<p>Risks mitigated by the project include:</p> <ul style="list-style-type: none"> <li>•sedimentation</li> <li>•infrastructure damages caused by climate change impacts</li> <li>•post harvest losses</li> <li>•soil fertility loss</li> <li>•water shortage</li> <li>•soil erosion</li> </ul>
<b>Niger</b>	IFAD	Smallholder agricultural development Programme	B	M	<p>Risks mitigated by the project include:</p> <ul style="list-style-type: none"> <li>•land degradation</li> <li>•natural resources conflicts</li> <li>•deforestation</li> <li>•GHG emissions</li> </ul>
<b>Malawi</b>	IFAD	Enhancing the Resilience of Agro-Ecological Systems (ERASP)	B	M	<p>Risks mitigated by the project include:</p> <ul style="list-style-type: none"> <li>• promote irreversible land use change in the development of the areas for irrigation including land levelling and changes in the immediate hydrology of the intervention areas (particularly run-off) as well as expansion of the cultivated land</li> <li>• infrastructure development will be involved presenting potential risks and also social impacts are expected to require resettlements</li> <li>• rain season is becoming shorter and rain patterns unpredictable</li> <li>• floods and drought are likely to increase in frequency impacting agriculture production, irrigation infrastructures, and ultimately impacting the farmer communities' livelihoods</li> <li>•PRIDE interventions are expected to be highly vulnerable to climate-related hazards.</li> </ul>
<b>Tanzania</b>	IFAD	Reversing Land Degradation trends and increasing Food Security in degraded ecosystems of Semi-arid areas of central Tanzania	B	M	<p>Risks mitigated by the project include :</p> <ul style="list-style-type: none"> <li>•Increased conflict over water resources</li> <li>•Disturbance due to construction</li> <li>•Unsafe water supply</li> </ul>
<b>Nigeria</b>	UNDP	Fostering Sustainability and Resilience for Food	B	M	Detailed social and environment risk screening for the project is yet to be undertaken, but casual analysis indicates that it is a low risk

		Security in Nigeria		project, and will require no environmental and social impact assessment, by the UNDP standard.
--	--	---------------------	--	------------------------------------------------------------------------------------------------