



Food and Agriculture  
Organization of the  
United Nations

UN  
environment  
programme



# Strategy Report

## Regional Hub Component 1 Science and Policy Interface



GLOBAL ENVIRONMENT FACILITY  
INVESTING IN OUR PLANET



IFAD  
Investing in rural people



World  
Agroforestry



**Resilient**  
**FOOD SYSTEMS**

**Strategy Report**  
**Regional Hub Component 1**  
**Science and Policy Interface**

Food and Agriculture Organization of the United Nations  
and  
UN Environment  
Rome, 2020

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The RFS project is funded by Global Environment Facility (GEF) and its implementation is led by the International Fund for Agricultural Development (IFAD), in collaboration with 12 African countries and several global partners, including ICRAF, FAO, UNEP, United Nations Development Programme (UNDP), the World Bank, United Nations Industrial Development Organisation (UNIDO), Bioversity, Conservation International (CI) and AGRA. The five-year programme is committed to fostering sustainability and resilience for food security in sub-Saharan Africa.

The aim of this document is to define the strategy for the science and policy interface under the component 1 of the RFS project. Under this component, FAO and UNEP, in partnership with RFS country projects and a range of other actors and platforms and institutions in Sub Saharan Africa, aim to address institutional and policy

barriers to inclusion of ecosystem services-aware approaches into policies and investments for improved and sustainable smallholder agriculture and natural resources. The focus of this component is the facilitation of dialogue, models, policies and institutions which bridge the agricultural and environmental agendas and constituencies, at various scales.

This document provides guidelines on mechanisms for mainstreaming integrated natural resources management (INRM) and sustainable land management (SLM) for food security and innovative financial instruments and market opportunities for scaling-up INRM/SLM approaches. In addition it helps to orientate and define a roadmap within the multiplicity of networks and platforms active in the area and to identify strategic paths to reinforce dialogue between science and policy by making available to decision makers scientifically sound-support tools to define policies.

Three strategic pillars are identified to operationalize the science policy interface: the first pillar focuses on establishing multi-stakeholder knowledge exchange mechanism between the 12 RFS countries, and linkages to existing scientific and policy platforms that support innovation for sustainability and resilience of agricultural ecosystems at country and regional levels; the second pillar aims at providing guidance and tools on integrating best practices on policy for integrated sustainable landscape management into regulatory frameworks and national and sub-national institutions; finally the third pillar focuses on capacity development and support to RFS country projects, including trainings on specific topics on a needs-basis.

# Acronyms and abbreviations

<b>AAD</b>	Action Against Desertification	<b>IAP – FS</b>	Integrated Approach Pilot for Food Security (now known as RFS, see below)
<b>AGRA</b>	Alliance for a Green Revolution in Africa	<b>ICRAF</b>	World Agroforestry
<b>AMCEM</b>	African Ministerial Conference on the Environment	<b>IES</b>	Incentives for Ecosystem Services
<b>ASARECA</b>	Association for Strengthening Agricultural Research in Eastern and Central Africa	<b>IFAD</b>	International Fund for Agricultural Development
<b>AU</b>	African Union	<b>IGAD</b>	Intergovernmental Authority on Development
<b>AUDA-NEPAD</b>	New Partnership for Africa's Development	<b>INRM</b>	Integrated Natural Resource Management
<b>CAADP</b>	Comprehensive Africa Agriculture Development Programme	<b>ITPGRAF</b>	International Treaty on Plant Genetic Resources for Food and Agriculture
<b>CBD</b>	Convention on Biological Diversity	<b>LADA</b>	Land Degradation Assessment in Drylands
<b>CA</b>	Conservation Agriculture	<b>LDN</b>	Land Degradation Neutrality
<b>CC</b>	Climate Change	<b>MEAs</b>	Multilateral Environment Agreements
<b>CCA</b>	Climate Change Adaptation	<b>MSEPs</b>	Multi-Stakeholder Engagement Processes
<b>CEN-SAD</b>	Community of Sahel-Saharan States	<b>NARIs</b>	National Agricultural Research Institutes
<b>CGIAR</b>	Consultative Group for International Agricultural Research	<b>NRM</b>	Natural Resources Management
<b>CI</b>	Conservation International	<b>OSS</b>	Observatoire du Sahara et du Sahel / Sahara and Sahel Observatory
<b>CILSS</b>	Permanent Interstate Committee for Drought Control in the Sahel	<b>PCU</b>	Programme Coordination Unit
<b>COMESA</b>	Common Market for Eastern and Southern Africa	<b>PES</b>	Payments for ecosystem services
<b>CSA</b>	Climate Smart Agriculture	<b>PPG</b>	Project preparation grant (GEF project design phase)
<b>CSAYN</b>	Climate Smart Agriculture Youth Network	<b>PRA</b>	Participatory Rural Appraisal
<b>CSO</b>	Civil society organizations	<b>RECs</b>	Regional Economic Communities
<b>DCED</b>	Donor Committee for Enterprise Development	<b>RFS</b>	Resilient Food Systems Programme (formerly known as GEF Food Security-Integrated Approach Pilot, IAP)
<b>DREA</b>	Department of Rural Economy and Agriculture (of the African Union)	<b>SADC</b>	Southern African Development Community
<b>DRR</b>	Disaster risk reduction	<b>SAWAP</b>	Sahel and West Africa Program (in support of the Great Green Wall Initiative)
<b>EAC</b>	East African Community	<b>SGP</b>	Small Grants Programme
<b>ECCAS</b>	Economic Community of Central African States	<b>SHARED</b>	Stakeholder Approach to Risk Informed and Evidence Based Decision Making
<b>ECOWAS</b>	Economic Community of West African States	<b>SIP</b>	Strategic Investment Program
<b>ELD</b>	Economics of Land Degradation	<b>SLM</b>	Sustainable Land Management
<b>ES</b>	Ecosystem services	<b>SPI</b>	Science Policy Interface
<b>FAO</b>	Food and Agriculture Organisation of the United Nations	<b>SSA</b>	sub-Saharan Africa
<b>FANRPAN</b>	Food, Agriculture and Natural Resources Policy Analysis Network	<b>TEEB</b>	The Economics of Ecosystems and Biodiversity
<b>FARA</b>	Forum for Agricultural Research in Africa	<b>UMA</b>	Arab Maghreb Union
<b>FFF</b>	Forest and Farm Facility	<b>UNDP</b>	United Nations Development Programme
<b>FFS</b>	Farmer Field School	<b>UNEP</b>	United Nations Environment Programme
<b>FPAM</b>	Forestry and Protected Areas Management	<b>UNFCCC</b>	United Nations Framework Convention on Climate Change
<b>FS</b>	Food Security	<b>UNIDO</b>	United Nations Industrial Development Organisation
<b>GACSA</b>	Global Alliance on Climate-Smart Agriculture	<b>VC</b>	Value Chain
<b>GEF</b>	Global Environment Facility	<b>WOCAT</b>	World Overview of Conservation Approaches and Technologies
<b>GGWI</b>	Great Green Wall Initiative		
<b>GGWSSI</b>	Great Green Wall of the Sahara and Sahel Initiative		

# Background

**The Resilient Food Systems Programme** (RFS, formerly known as Integrated Approach Pilot for Food Security, IAP) is one of the three **Integrated Approach Pilots** funded by the Global Environment Facility (GEF).

Implementation of the RFS is led by the International Fund for Agricultural Development, in collaboration with 12 African countries and several global partners, including ICRAF, FAO, United Nations Environment Programme (UNEP), UNDP, the World Bank, UNIDO, Bioversity, Conservation International and AGRA. The five-year programme is committed to **fostering sustainability and resilience for food security in sub-Saharan Africa**, contributing to a paradigm shift in the continent's agriculture: one which emphasizes the importance of natural capital and ecosystem services to enhance agricultural productivity.

**The Resilient Food Systems Programme's** approach to achieving resilient food systems is built around three work streams: Engage, Act and Track. The Programme implements them through a cross-cutting Regional Hub and twelve country projects (Burkina Faso, Burundi, Eswatini, Ethiopia, Ghana, Kenya, Malawi, Niger, Nigeria, Senegal, Tanzania, Uganda) implemented with support from different international agencies.

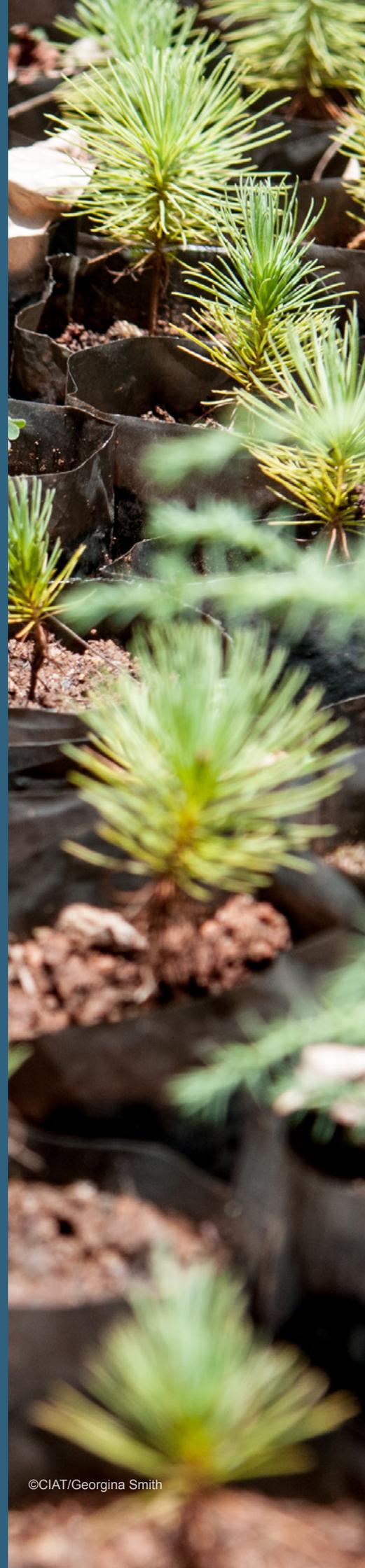
The programme directly engages the 12 countries in the integration of natural capital management and ecosystem services through investments that aim to improve smallholder farming and food security.

## Key stakeholders for the RFS are expected to include:

- National governments - represented by inter alia Ministries of Environment, Agriculture, Rangeland, Forestry or equivalent in the 12 participating countries in sub-Saharan Africa (SSA);
- African Union/AUDA-NEPAD – represented by the AUDA-NEPAD Planning and Coordination Agency and relevant departments of the African Union Commission;
- Regional Economic Communities (RECs);<sup>1</sup>
- Multilateral agencies – IFAD, FAO, UNDP, UNEP, UNIDO, World Bank;
- International NGOs – AGRA and CI;
- Research institutes and centres – for instance ICRAF (the World Agro-Forestry Center), NARS, CGIAR centres and Africa regional centres, such as ASARECA, CORAF, CILSS, AGRHYMET
- Sub-national and local governments
- Community and civil society organizations starting from local communities and farmers' cooperatives, women's associations, farmer-led extension networks and international networks, coalitions and partnerships active on sustainable land management, integrated natural resources management and ecosystem services
- Private sector companies
- Multilateral Environmental Agreements and Treatise, such as UNCCD, CBD, UNFCCC and ITPGRFA;

The Component 1 of the Regional Hub is tasked to facilitate the “Engage” work stream - linking with policy and scientific platforms to support dialogue and advocacy for the mainstreaming of ecosystem services, climate resilience

<sup>1</sup> African RECs: Common Market for Eastern and Southern Africa (COMESA); Community of Sahel-Saharan States (CEN-SAD); East African Community (EAC); Economic Community of Central African States (ECCAS); Economic Community of West African States (ECOWAS); Intergovernmental Authority on Development (IGAD); Southern African Development Community (SADC).



# Summary

and gender-sensitive approaches to food security, and supporting policy and institutional innovations. It is technically led by FAO and UNEP.

The aim of this report is to define the strategy for the Science and Policy Interface under the Component 1 of the Programme Hub.

Under this component, FAO and UNEP, in partnership with RFS country projects and a range of other actors and platforms and institutions in Sub Saharan Africa, aim to address institutional and policy barriers to inclusion of ecosystem services-aware approaches into policies and investments for improved and sustainable smallholder agriculture and natural resources. The focus of this component is the facilitation of dialogue, models, policies and institutions which bridge the agricultural and environmental agendas and constituencies, at various scales.

## The SPI aims to help identify, analyse, document and disseminate proven practices in terms of:

- 1 National policies and strategies for integrated natural resource management (INRM) and sustainable land management (SLM) as it pertains to food security
- 2 Mechanisms for mainstreaming INRM/SLM (including in particular agrobiodiversity objectives) for food security and
- 3 Sustainable and innovative financial mechanisms and market opportunities for scaling-up INRM/SLM approaches (including 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.

Given the multiplicity of pre-existing networks and platforms active in the area of work of the RFS, the need to avoid duplications, and the lessons from on-going initiatives on knowledge management, this report helps define a roadmap for the establishment and implementation of a 'Science and Policy Interface' (SPI).



## The SPI will explicitly aim to provide:

- 1 A multi-stakeholder knowledge exchange mechanism between the 12 RFS countries; and links to existing scientific and policy platforms that support innovation for sustainability and resilience of agricultural ecosystems at country and regional levels;
- 2 Guidance and tools on integrating best practices into regulatory frameworks and national and sub-national institutions and policies
- 3 Support to RFS country projects, including trainings on specific topics on a needs-basis (co-funded by country projects);

A set of interventions will take place at the regional and sub-regional scales, targeting opinion shapers; while another set will focus on providing toolsets to country projects to bringing agricultural and environmental actors together (for example different ministries, or land users with different priority objectives at landscape scale) in order to influence decision-making, based on good practice.

The cross-cutting and pervasive nature of the concept of "science-policy interfaces" implies that, in practice, the implementation of this Component of the Regional Hub will benefit from some coordination not only with Component 2 (Scaling-up of INRM); but especially, with Component 4 focused on knowledge management and lessons learning; and with Component 3 - which will use science-based tools to generate evidence of impacts on Global Environmental Benefits.



# 1 Ongoing initiatives and suggested policy process for the RFS Science and Policy Interface



## 1.1 Review of ongoing initiatives

Supported by a senior consultant,<sup>2</sup> the Food and Agriculture Organisation of the United Nations (FAO) and the United Nations Environment Programme (UNEP) team conducted a review of pertinent online science, policy and knowledge exchange mechanisms related to the Resilient Food Systems Programme (RFS) in 2019. The results are presented in Annex 2 and show the wide range of existing internet-based and other ongoing initiatives, networks and platforms which focus on similar topics and geographies as the RFS programme. The sites and initiatives listed in Annex 2 constitute significant sources of information, scientific knowledge and technical guidance, (e.g. how to undertake land degradation assessment and land use planning; what is climate smart agriculture? How to implement and share sustainable land management (SLM) technologies) which are invaluable sources for the country projects. The team also considered the results and lessons from particularly relevant initiatives, for instance, the review of what may be considered a predecessor of this programme (the TerrAfrica Strategic Investment Program (SIP) for SLM in sub-Saharan Africa, which was the GEF response to support sub-Saharan countries in GEF4).

Following discussions and brainstorming with stakeholders (inter alia RFS country project teams, staff of the GEF Secretariat and of GEF agencies involved in the RFS, the RFS Programme Coordination Unit (PCU), and some of the platforms identified), the team concludes that although RFS countries and stakeholders have different access to the world wide web, it would be beneficial for the Science Policy Interface to include (but not be limited to) maintaining a web presence, most appropriately as a “dashboard”<sup>3</sup> to sit within the overall Resilient Food Systems programme website. The dashboard may provide a sign-posting service to relevant websites with a particular focus on policies, institutions and incentives for INRM and SLM (detailed in Annex 2) – to avoid the wasteful tendency for projects and programmes to “re-invent the wheel”, catalysing use of existing information / training / knowledge resources by country teams and the wider community of policy makers in project countries (and beyond – e.g. other GEF projects and initiatives).

However beyond this web presence, and given the rich landscape of existing initiatives (see Annex 2), the Science Policy Interface (SPI) is not intended to create a new fixed multi-stakeholder platform. It will rather aim at facilitating a flexible knowledge exchange mechanism between the 12 RFS countries; at improving country linkages with existing scientific and policy platforms/ initiatives that support innovation for sustainable land management and resilience of agricultural ecosystems at country and regional level; and at improving the capacities of RFS country teams to engage with policy and institutional processes.

The tools and networks described in Annex 2 (in alphabetical order, with brief details) have been selected as they are adjudged particularly relevant and potentially highly useful to the RFS country projects since they focus on or include policy aspects of agriculture, the environment and food security. They should be referenced on the SPI dashboard or website.<sup>4</sup>

Annex 3 details pertinent to RFS’s key partners, as listed in a consultancy report commissioned in January 2019 by UNEP.



### See Logical Framework (chapter 4.4):

- *Activity 1.1.1.1 Fine-tune the conceptual framework of the RFS Regional SPIs, including existing Platforms and workshops to share and discuss the framework.*
- *Activity 1.1.1.2 Identify child projects needs with regards to policy support in a participatory process*
- *Activity 1.2.1.1. Identify glob/reg/country’s civ. society partners, institutional platforms that influence knowledge on sustainability & resilient agricultural ecosystem in Africa*
- *Activity 1.2.1.6 Identify child projects needs*

## 1.2 Examples of GEF related web platforms as possible inspiration for the RFS SPI web presence

During a study in the project preparation grant (PPG) phase for the Food Security-Integrated Approaches

<sup>2</sup> During the course of 2019, Ms Anne Woodfine supported FAO and UNEP to facilitate the consultation processes and draft the report which forms the core of the present paper. The report was then substantially edited by FAO with support from UNEP

<sup>3</sup> The term “dashboard” is used here to mean a series of web pages with an easy to use top level menu of options, linked to more detailed menus taking the user directly to other websites (i.e. those in Annex 2)

<sup>4</sup> Short summary in red at foot of each section. Also includes websites identified by a January 2019 UN-E consultancy report

Programme Hub (later renamed RFS), seven online platforms were identified as meeting most of the criteria to host a RFS SPI website. They have been rapidly reviewed in 2019 and integrated in the list in Annex 2. Discussions with the different programme's stakeholders concluded that the SPI should not be a stand alone internet-based platform; nor that it should duplicate existing databases (such as World Overview of Conservation Approaches and Technologies (WOCAT)) or platforms; but that it should be structured as a dashboard focusing on policy approaches and instruments, nested within the overall RFS Programme website. It is also concluded that the RFS SPI should be much more than an online presence.

It is recommended that the dashboard or website (nested with the overall RFS Programme website) is well-organised to facilitate easy access by project teams (and others) without the need for complex training. It should be intuitive. As necessary, it could include functionalities for backend management by the focal countries for ease of updating and timely dissemination of information for policy support.

The two sites below may be useful to inspire the RFS dashboard. For a complete view of all the useful platforms to the SPI, see Annex 2.



## Global platform for sustainable cities

Led by the World Bank, the Global Platform for Sustainable Cities (GPSC) is a forum for knowledge sharing and partnership to achieve urban sustainability.

The GPSC promotes an integrated approach to urban development, focusing on urban sustainability indicators, planning, and financing.

Funded by the Global Environment Facility (GEF), the platform currently comprises of 28 cities across 11 countries. The GPSC works with practitioners and thought leaders from around the world to develop solutions for sustainable urban growth. Together, partner cities can advance towards their visions and goals of being cities that are competitive, inclusive, and resilient.

The Global Platform for Sustainable Cities (GPSC) was launched in March 2016 as part of the Sustainable Cities Integrated Approach Pilot (SC RFS) supported by the GEF. The GPSC provides a more holistic approach to urban development rather than through a sectorial or "project-by-project" approach. Specifically, the GPSC supports the following activities (see figure on Page 7).



**PROJECT LINKS**



[www.thegpsc.org/about](http://www.thegpsc.org/about)

[www.worldbank.org/en/topic/urbandevelopment/brief/global-platform-for-sustainable-cities](http://www.worldbank.org/en/topic/urbandevelopment/brief/global-platform-for-sustainable-cities)



## IW Learn

IW:LEARN is the Global Environment Facility's (GEF) International Waters Learning Exchange and Resource Network. The IW:LEARN project was established to strengthen transboundary water management around the globe by collecting and sharing best practices, lessons learned, and innovative solutions to common problems across the GEF International Waters portfolio. It promotes learning among project managers, country officials, implementing agencies, and other partners.

### The website includes

Twinning portal, described as follows:

*"No two GEF International Waters projects are alike, but many face similar challenges or are tasked with addressing similar transboundary issues. A successful way for projects to learn from each other is to match them up with more mature projects or a partner institution through twinning exchanges."*

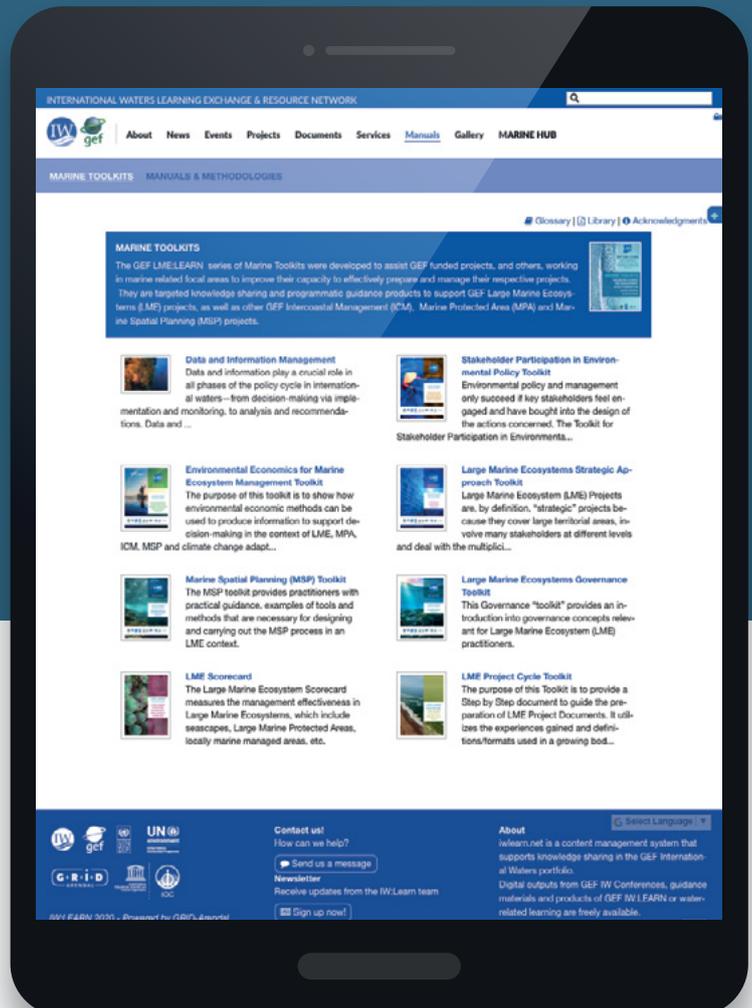
*Twinning has successfully built the capacity of project and government staff to achieve improved project implementation, results, and a higher success of sustainability.*

*A 2013 survey of GEF IW:LEARN found that 75% of project managers identified twinning as a key tool in helping them overcome project management barriers."*

*Website Toolkit, for online sharing of data and relevant information including basic features such as:*

- **Layout editing**
- **Content editing**
- **Multiple language support**
- **Protected pages**
- **Document library**
- **Country mapping**
- **Dynamic forms**
- **RSS feeds**

The site also includes listings of news, events, a projects database, downloadable documents, learning materials, manuals and provides a possible model for the SPI.



## 2 Lessons learnt from ‘Science and Policy Interface’ initiatives

The following section gathers some guidance and advice for the SPI, summarizing key lessons from previous GEF-funded multi-country projects.

### 2.1 Lessons for the SPI from the TerrAfrica SIP projects

The TerrAfrica Strategic investment Partnership (SIP) projects were implemented in 29 countries across sub-Saharan Africa (SSA). Most were single country (usually only part of the nation’s land area). A few “regional” projects either covered a specific contiguous land area (e.g. the Kagera River Basin shared by Burundi, Rwanda, Tanzania and Uganda, and the wider Lake Victoria basin also shared by Kenya) or involved non-contiguous countries addressing a common specific SLM concern (e.g., the project “Stimulating Community Initiatives in Sustainable Land Management” in Ghana, Morocco, Uganda and South Africa).

The SIP projects were funded through the GEF-4, with co-funding from Governments and development partners in a ratio of at least 1:4. Eighteen of the 36 SIP projects were linked to important investments by the World Bank, IFAD and AfDB, the GEF funding was intended to be catalytic for scaling-up integrated and multi-stakeholder SLM approaches for greater and more sustainable impacts. According to project reports, the SIP portfolio reached about 4.8 million beneficiaries and directly resulted in an additional 2.7 million hectares of land under SLM.





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The stocktake of the TerrAfrica Strategic investment Partnership (SIP) projects drew the following pertinent lessons / experiences with respect to policies, institutions, and stakeholder engagement:

The need to **encompass the multi-dimensions of the SLM approach: multi-stakeholder partnerships; multi-sectoral and multi-disciplinary process; multi-scale efforts, governance and decision making** from landscape to national level and across natural or administrative units (management; responsibility and accountability).

The **multiple and diverse SLM technologies/practices from which to select and combine for each particular landscape or territory area** according to the land potential - qualities and characteristics of the local land resources (soil, water, biodiversity, biomass-energy); the land uses and level of inputs in the production system; the socio-economic context and priorities of the land users and other decision makers including livelihoods, resilience and food security.

Most of the SIP projects applied **community-based participatory planning and technology development approaches**. They include the use of a wide range of well-known participatory rural appraisal (PRA) tools

for community diagnostics, developing action plans for community territories, catchments and common property resources (e.g. grazing lands and water resources); participatory research and learning by doing, Farmer Field Schools, and innovation building on local/indigenous knowledge systems that are often gender-differentiated (e.g. water, livestock, seed) as well as participatory results based monitoring and impact assessment.

A key issue in the implementation and scaling-out of SLM on the ground was shown to be the **setting-up mechanisms for empowerment of land users, male and female, and communities** in SLM through working with local leaders, and local structures such as water users associations, catchment management committees, as well as with local service providers (community based organisations, national and international NGOs) according to their interests and expertise.

The results of the stocktake showed that a range of landscape approaches have been used in SIP projects to support on the ground activities for SLM and it was important to **plan within locally recognized landscape units within countries and at trans-boundary level**. The review assessed how projects were working to **create an enabling environment for promoting/encouraging SLM uptake at scale. An enabling policy environment includes:**

- The **harmonisation of policies** and their application through governance mechanisms (e.g. national laws, regulations and community byelaws) and coordinated institutional support;
- The **provision of incentives** to encourage the wide uptake of best practices (such as linking SLM with markets and value chain development for specific crop, livestock, forest or fish based enterprises), and payments including non-financial rewards for the delivery of specific environmental services such as carbon sequestration, biodiversity conservation or water supply;
- The **establishment of effective advisory and support services**, including those that target vulnerable groups or specific users of land resources (e.g. smallholders, commercial farmers and livestock keepers) as well as actors from outside the concerned territory that exploit resources, e.g. biomass for energy, fishing, or timber logging.

A critical conclusion which offers a cautionary note towards guiding the RFS SPI is that although most SIP projects were designed to include **policy development**, this **proved very challenging**. **The majority of projects did not manage to catalyse integration of SLM elements into other (not only SLM) sectoral policies/strategies at national level, as had been expected under the SIP.**

**Some SIP projects achieved success at decentralized levels; where these were made, concerted efforts were devoted to develop, and have reinforced or enacted new local by-laws and regulations** to support activities that contribute to SLM (e.g. protecting riverbanks from cultivation, tree planting on steep slope, and enclosing or ensuring livestock do not enter areas of degraded rangeland to enhance recovery). **The efforts to change policies should begin “bottom-up” to catalyse influencing national level policy**, but that requires a sufficiently long project timeframe and for most the timeframe was too short.

Rather than excluding efforts to include SLM in national policies in future programs and projects, it would seem appropriate for **more efforts to be placed on the work described above at local levels, in the expectation that, in turn, news of successes at local level will influence higher policy making levels**. To stimulate this, early and regular involvement of locally-based government technical services (now common with decentralization) in project activities may influence the design of annual programs, as well as budget decisions and national strategies. Also, **projects should facilitate regular information exchange between local and national levels (e.g. visits of government officials and organization of national events in projects sites)**.

While project teams can work with national agencies and consultants to **draft revisions of existing or draft new policies and legislation**, the documentation showed that often drafts had been prepared for mainstreaming SLM into policy documents but these languished on shelves and are not enacted within the typical project period of 4 years. An informant concluded that it is a **“noble but unachievable aim”**, as it is up to national governments to enact these policies and legislation, and projects should not be held to such targets.

One of the founding principles of the SIP was the recognition that narrow sector-based projects and approaches had limited success in addressing the **multi-dimensional problem of land degradation** and the vital need to ensure new projects were multi-sectoral and multi-disciplinary. SIP projects were to nurture inter-sectoral approaches. **The inter-sectoral approach met with differing levels of success. Under the SIP projects, inter-sectoral coordination has been easier to implement at local level but needs to be acknowledged and validated at the central level for sustainability.**

**In the regional transboundary Kagera River Basin project, national project steering committees (PSCs) usually met in the project area and had visits to project interventions to enable adequate review and guidance. Kagera regional PSCs and regional workshops rotated between countries and locations.**

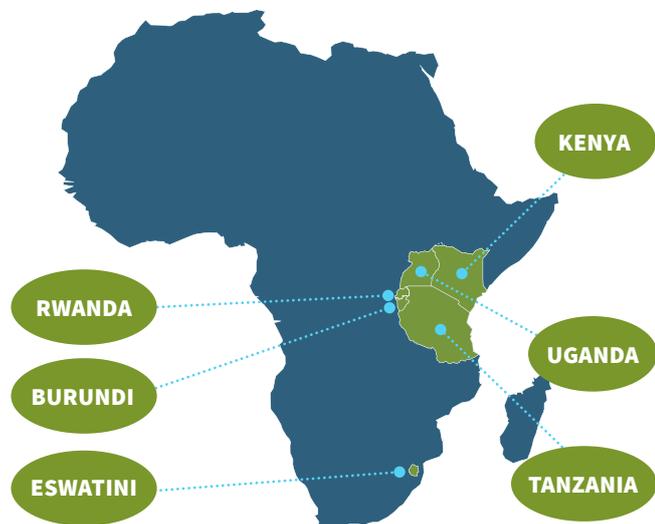
A particular impediment to good inter-sectoral working is reported as being between Ministries, where there are **“territorial” issues** between the concerned Ministries – which constrains them working well together.

Future projects should also consider **establishing better linkages between research (notably universities, also technical colleges) and the field** which would ensure a supply of skilled scientists and technologists with knowledge of both SLM and the concept of inter-sectoral working, to fill vacancies in ministries, NGOs etc. in future.

The SIP theory of change was that projects should **strengthen extension, service providers and land user capacities for a range of already proven technologies in targeted production systems**. The stocktake clearly demonstrated that SIP projects contributed to developing capacities in SLM at different levels. SIP projects frequently introduced new approaches and technologies that required those involved to develop new skills, with projects providing the requisite capacity development tailored for each group of stakeholders (i.e. Farmer /Pastoral Field Schools for farmers and pastoralists, technical training for government technical officers, extension staff and local NGO “service providers”, awareness raising for decision makers etc.). The Farmer Field School (FFS) approach was a particularly successful approach used in numerous

projects, including in Kenya, Swaziland and the regional Kagera project, highlighting the importance of supporting farmers' learning and own experimentation.

### THE FARMER FIELD SCHOOL (FFS)



Source: FAO, 2020, in conformity with the Map No. 4170 Rev. 19 UNITED NATIONS, October 2020.

The SIP has proved to have been a useful platform for testing, developing and applying SLM technologies and tools to restore ecosystem services, soil functioning and improve yields of crops (FAO 2013, Liniger et al, 2011, WOCAT, 2007). However, the detailed country reviews revealed that in some instances, **decisions on the choice of technology were made from top-down, allowing little room for farmer innovation (farmers were given instructions on what to experiment).**

**Exchange visits / study tours need to be carefully organized with due consideration of who should go where and to look at what. These are complex to organize but have proved time and again on a range**

**of SIP projects to be highly effective means for the exchange of knowledge and contribute greatly to motivating participants, including land users, extension staff and technical officers – as “seeing is believing”.**

Other groups can also make valuable visits to project areas – e.g. journalists, decision makers and politicians.

**Overall, very limited exchange had taken place between projects across the SIP programme.**

The stocktake concluded: “In future projects, GEF implementing agencies (IAs) should play a more active role in guiding projects on the use of relevant tools of partners, which also should be well documented on the project’s and programme’s websites.”

## 2.2 Particular lessons for the SPI from the Kagera Transboundary Agro-ecosystem Management Project

A book was published in 2017 of the keys lessons learned for scaling up SLM at landscape level on the GEF Transboundary Agro-ecosystem Management Project (Kagera TAMP). This provides some key lessons for the overall RFS. Specifically relating to the SPI, a number of themes are identified:

- Need for the **respective governments and district authorities to recognize the important contribution of pastoral livestock production systems within the overall district and national economy;**

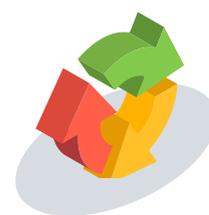


- **Lack of enforcement of pertinent laws and by-laws;**
- **Limited technologies** to intensify grazing management and water infrastructure development;
- There is a need for local authorities to **facilitate dialogue and the development of negotiated livestock and natural resources management plans** along the grazing routes between the pastoralists, agropastoralists and farming communities, within and between districts and across country borders. There is also a need to create formal and organized border markets of cattle and pigs with the purpose of increasing the benefits accruing from the business for both farmers and traders.
- Considering land and natural resources conflicts as threats to sustainable land and agro-ecosystem management in the basin, the main sources of conflicts identified on the ground in target communities included **conflicting land tenure systems and transboundary policies**, population and migration pressure, overgrazing and deforestation (not all of them within scope of the RFS Component 1). The Kagera TAMP project successfully initiated the **participatory conflict identification and solving process with stakeholders, drawing from the participatory negotiated territorial development approach (PNTD)**. The project recommended strengthening the capacity of in-country institutions to use the range of alternative participatory dispute resolution mechanisms, which had proved to be successful and to continue the efforts to reach more communities.
- On the input side, **more improved pasture seed** should be purchased and introduced to farmers in order to improve the degraded grassland and increase production of palatable livestock feed.
- There is a critical need to **encourage and facilitate co-creation of knowledge and management solutions by communities, using participatory approaches such as Farmer Field Schools**. FFS were used for land rehabilitation, soil fertility enhancement, crop livestock integration, horticultural production and climate change adaptation at farmer and ecosystem levels. In FFS, farmers used their skills to undertake adaptive research, and at the same time, learn the what, why and how of the new skills. They became active managers of innovations and landscapes, rather than passive recipient of extension messages.
- **Communities should be sensitized to respect by-laws and to identify and punish individuals setting fires.**
- **Burnt land should be under strict watch out by project members, village leaders and the micro-catchment committees.**
- **Sensitization of communities on the benefits of establishing farmer grazing committees to take care of grazing lands** should be undertaken, as it will create sense of ownership and awareness of planning and appropriate management of improved grazing lands.





## 3 Analysis of support needs detailed by country projects



### 3.1 Needs on policy and science links highlighted from the 12 project documents

Prior to the March 2018 III GEF-RFS workshop in Bolgatanga (Ghana), the project documents of each of the country projects were reviewed to identify what each PPG design team and country partners anticipated were the likely needs for support from the Hub SPI (advice, capacity development, tools) during implementation. The results are summarised in Table 2.

 <b>Table 2: Summary of support needs from the Hub SPI, as identified in country project documents</b>	Burkina Faso	Burundi	Eswatini	Ethiopia	Ghana	Kenya	Malawi	Niger	Nigeria	Senegal	Tanzania	Uganda
Climate Change Adaptation (CCA)												
Climate Smart Agriculture (CSA)												
Ecosystem Services												
Food Security (FS)												
Gender												
Integrated Natural Resource Management (INRM)												
Knowledge management through SPI												
Landscape approaches												
Land tenure												
Inter-country Linkages through SPI												
Incentives for Ecosystem Services (IES)												
Policy Support												
Resilience												
Soil and Water Conservation												
Sustainable Land Management												
Sustainability												
Value Chains												

Table 2 shows that most of the country projects refer to their expectation that they would benefit from the assistance / support of the Hub. Most of the references relate to scientific / practical guidance on technologies, for example integrated natural resources management (INRM), soil and water conservation (SWC) or sustainable land management (SLM). Seven project documents referred to knowledge management through the SPI and six to inter-linkages between projects through the SPI – but only one to policy support from the Hub's SPI.

The above table can now be recognised as in some respects “historical”. During the PPG, the understanding of the likely services available from the Hub was rather limited as it was, for most, an innovative concept. Implementation has now begun in all the country projects, therefore it was considered imperative prior to, during and after the Bolgatanga (Ghana) workshop, to ask country teams again to consider their expectations of and needs from the Hub SPI. It should be acknowledged that some uncertainty remained for country teams on exactly what an SPI is (inter alia a website, virtual or physical community of practice, series of events – or all of the aforementioned); however the country teams and respective GEF agencies are now in a much better position to understand their needs and expectations from the SPI, which can be reflected in this proposal for milestones and key activities to be implemented in 2020 and beyond.



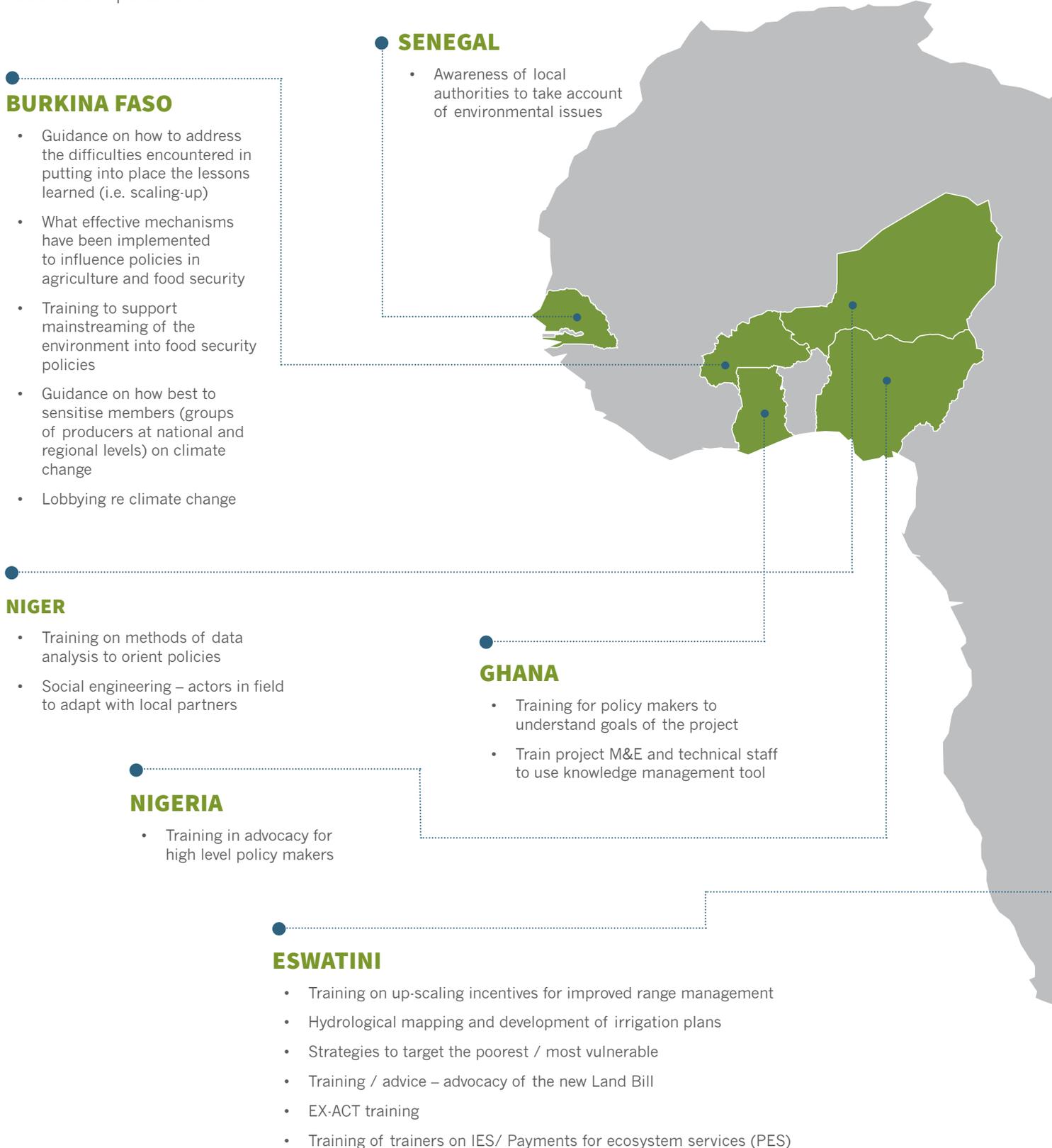
#### See Logical Framework (chapter 4.4):

- Activity 1.1.1.2 Identify child projects needs with regards to policy support in a participatory process
- Activity 1.2.1.1. Identify glob/reg/country's civ. society partners, institutional platforms that influence knowledge on sustainability & resilient agricultural ecosystem in Africa
- Activity 1.2.1.6 Identify child projects needs

## 3.2 Analysis of country projects' priority support needed from the Hub Science Policy Interface

During an interactive session held in March 2018 in Bolgatanga, Ghana, country teams and RFS stakeholders were asked “What training or advice do country projects need on policy / institutions and science links?”

The FAO/UNEP team had follow-up discussions with country teams while in Ghana and, for some teams (those who made themselves available to contact), via Skype and email in the following months, to further clarify their needs and expectations.



## ETHIOPIA

- Embedding multi-sectoral approaches at national and district levels
- Policy incentives for private sector to engage in Natural Resources Management (NRM)
- Policy incentives to ensure private sector involvement in introducing and applying technologies for climate change mitigation
- Giving access to lessons learned
- Support designation of country level leadership (either a committee set up by the Prime Minister / Parliament or a champion)

## KENYA

- How to simplify science for policy makers

## UGANDA

- Country has several platforms (CC, CSA, SLM) therefore needs to analyse existing relevant platforms to identify information needs / gaps / synergies and opportunities for strengthening the most strategic platform
- Pro-poor community grants
- Neighbour-to-neighbour learning

## BURUNDI

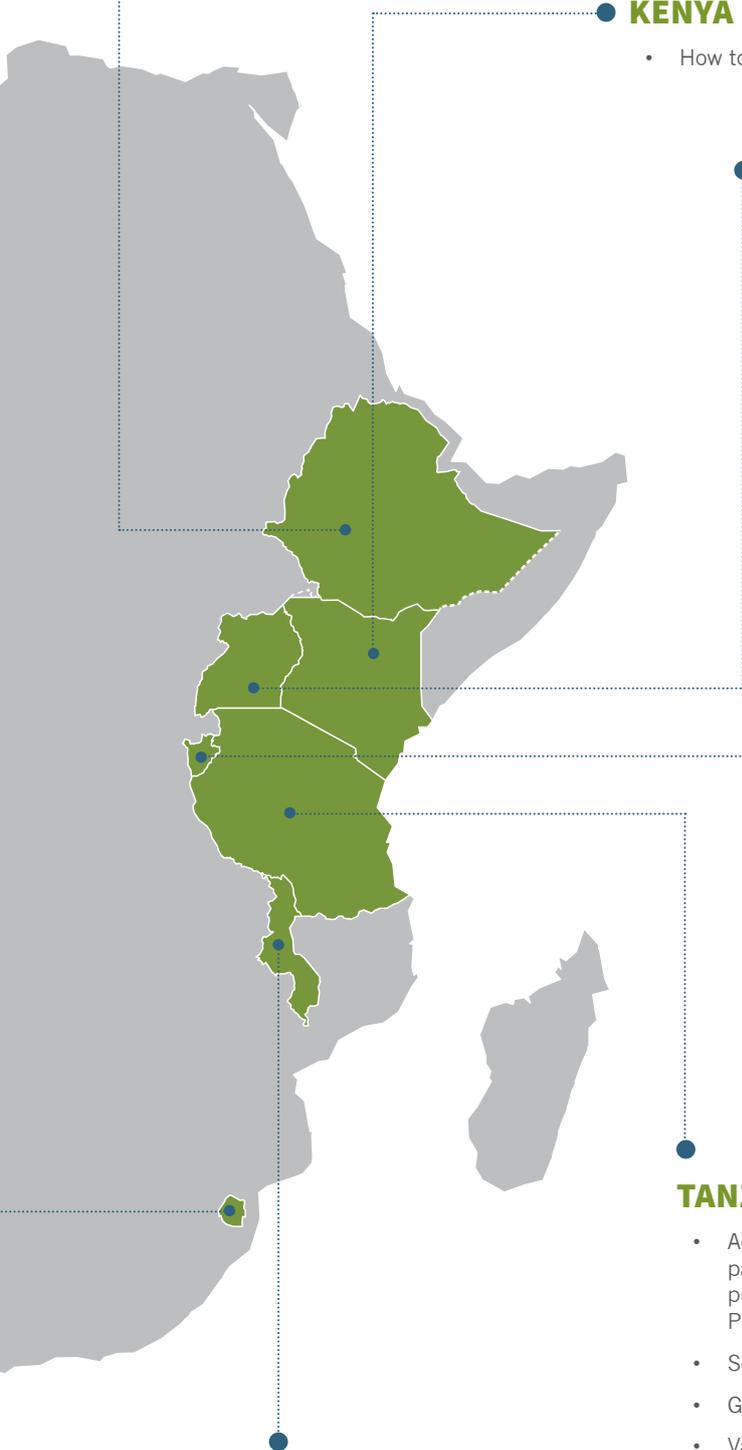
- Policy support on adaptation to climate change and natural and water resources management
- Policies on integrated landscape restoration / spatial planning
- Advocacy for multi-sectoral approaches
- Advocacy around land access
- SPI should signpost technical websites and share lessons from other RFS projects
- Support on value chains – perhaps from countries where VCs better developed (e.g. Kenya) on policies, strategies and technologies
- Currently Burundi project has no links with other RFS projects, but suggests developing an Eastern Africa group with similar ecosystems (a Francophone grouping is unlikely to be useful, as other Francophone RFS projects are in very different ecosystems)

## TANZANIA

- Advice on how to build institutional arrangements at local level – particularly village committees to: supervise use (implement new by-laws), protect village lands which have benefited from project-supported Land Use Planning (LUPs)
- Scaling-up lessons learned (especially Farmer Field Schools)
- Guidance on involving the private sector in NRM
- Value chains
- How to guide policy makers to harmonise sector and very narrow-focused platforms – e.g. Climate Smart Agriculture (CSA) and Conservation Agriculture (CA) in Tanzania
- Study tours to learn from neighbouring countries in SLM / NRM, FFS etc.

## MALAWI

- “Capacitate” universities for sustainability of policy, institutions and their linkages with science



## Cross-cutting points (not country-specific)



### Policies and institutions

- Guidance on advocacy to facilitate project teams' use of science to influence policy processes (to incorporate environment, climate, food security) at national and local levels
- How to conduct advocacy with policy makers to ensure policies are revised for win-win food security / sustainability; strengthen communication skills
- Direct training of policy makers (e.g. in evidence-based decision making)
- How to facilitate and maximise the effectiveness of multi-sectoral platforms/ processes (at all levels – community, local national) in NRM, BD, SLM, CCA; how best to catalyse and organise; how to fund them; finding champions
- Policies / legislations are very country specific – how to ensure transferability?
- Improve countries capacities to integrate multi-source data and adopt multi-sectoral approach for decision making on SLWM; and implement landscape level planning (all scales – micro-catchment, community upwards to national, river basin);
- Policy development (legislation, review on laws concerning environment and land tenure);
- Project exit strategies / planning for the end of the project (handover to national / local agencies) including for scaling-up / scaling-out;
- Revising environmental policies to reflect the well-being of people above economic considerations;
- How to target the poorest / most vulnerable? Inclusive strategies for site and communities selection;
- Guidance on payments/incentives for ecosystem services (PES/IES);
- Policy incentives to enhance private sector involvement in INRM and CC;
- Issues of land tenure and registration of land titles;
- Gender.



### Scientific and technical, including M&E

- Access to sound scientific / technical knowledge on SLM / NRM topics (inter alia rangeland management / pastoral systems / woodlots / forest reserves/ establishment of seedbeds / setting-up firebreaks / hydrological management / agrobiodiversity)
- Scaling-up / sharing lessons learned (examples cited: Niger perceived as highly successful; Burundi lessons on watershed management and conservation agriculture, building on successes from Kagera TAMP<sup>5</sup> project)
- Practical guidance on supporting sustainable value chains;
- Biomonitoring science; Monitoring and Evaluation approaches and tools
- Training on using the FAO Ex-Ante Carbon-balance Tool (EX-ACT) [www.fao.org/tc/exact/ex-act-home/en/](http://www.fao.org/tc/exact/ex-act-home/en/);
- Training on the use of the Self-evaluation and Holistic Assessment of climate Resilience of farmers and Pastoralists (SHARP) [www.fao.org/in-action/sharp/en/](http://www.fao.org/in-action/sharp/en/);
- Mainstreaming Farmer Field Schools (FFS) at national level;
- Farmer to farmer learning (study tours);
- Mechanisms for creating synergies among all projects;
- Indigenous knowledge and how to include it in project activities;

Evidently the needs expressed by countries above as well as in Table 2 go beyond the scope of Component 1 stricto sensu (i.e. policy and institutions and policy and science linkages), and provide important pointers for overall support needs from the Regional Hub. Some requests pertain to the support mandate of Component 2 on sustainable value chains (2.1) or rural advisory services and Farmer Field Schools (2.2), others to support needed on specific monitoring tools under Component 3; while others relate to exchange visits and inter-country sharing which will be facilitated under Component 4.

<sup>5</sup> See section 2.2 "Specific lessons for the SPI from the Kagera Transboundary Agro-ecosystem Management (TAMP) Project"


**Table 3: Synthesis of priority requests for scientific / technical support from SPI / knowledge**

Country Topic Area	Access to sound scientific / technical knowledge (inter alia NRM, SLM, CSA)	Scaling up / sharing lessons learned	Mainstreaming FFSs at national level;	M&E / M&A	Training on using the FAO Ex-Ante Carbon-balance Tool (EX-ACT)	Value chains
Burkina Faso						
Burundi						
Eswatini						
Ethiopia						
Ghana						
Kenya						
Malawi						
Niger						
Nigeria						
Senegal						
Tanzania						
Uganda						
Non-country specific						


**Table 4: Synthesis of requests for policy support from SPI**

Country Topic Area	Guidance on advocacy to use science to influence policy processes	Managing effective multi-sector processes	Direct training of policy makers (e.g. in evidence-based decision making)	Policy incentives to enhance private sector involvement in INRM and CC	Issues of land tenure and registration of land titles	Landscape level planning	Project exit strategies	Guidance on payments for ecosystem services
Burkina Faso								
Burundi								
Eswatini								
Ethiopia								
Ghana								
Kenya								
Malawi								
Niger								
Nigeria								
Senegal								
Tanzania								
Uganda								
Non-country specific								

**Note:** Not all these requests can be included in the proposed priorities for 2020. Immediate priorities will focus on issues requested by a high number of countries. But it is recommended that the above should be revisited and information updated from country project teams at each RFS meeting and on other occasions to contribute to the evolving SPI workplan.

As outlined in the background section of this report, the SPI will engage stakeholders and RFS countries through 3 pillars:

- 1** A multi-stakeholder knowledge exchange mechanism between the 12 RFS countries; and linkages to scientific and policy platforms that support innovation for sustainability and resilience of agricultural ecosystems at country and regional levels;
- 2** Guidance and tools on integrating best practices into regulatory frameworks and national and sub-national institutions and policies
- 3** Support to RFS country projects, including trainings on specific topics on a needs-basis (funded by country projects);

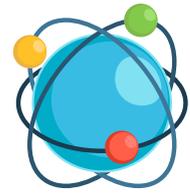
Table 5 synthesizes the results.

	<b>Multi-stakeholder exchange and links with scientific and policy platforms</b>	<b>Guidance and tools on integrating best practices into regulatory frameworks</b>	<b>Support to RFS country projects, including trainings</b>
Access to sound scientific / technical knowledge;			
Guidance on advocacy enabling project teams to use science to influence policy processes (to incorporate environment, climate, food security) at national and local levels			
Scaling up / sharing lessons learned			
Guidance on payments/incentives for ecosystem services;			
Mainstreaming FFSs at national level;			
Training on using the FAO Ex-Ante Carbon-balance Tool (EX-ACT);			
Value chains			
M&E			
Guidance on advocacy to use science to influence policy processes			
Managing effective multi-sector processes			
Direct training of policy makers (e.g. in evidence-based decision making)			
Policy incentives to enhance private sector involvement in INRM and CC;			
How to target the poorest / most vulnerable?			
Issues of land tenure and registration of land titles;			
Landscape level planning			
Farmer to farmer learning;			
Project exit strategies.			



#### **See Logical Framework (chapter 4.4):**

- *Activity 1.1.1.2 Identify child projects needs with regards to policy support in a participatory process*
- *Activity 1.2.1.1. Identify glob/reg/country's civ. society partners, institutional platforms that influence knowledge on sustainability & resilient agricultural ecosystem in Africa*
- *Activity 1.2.1.6 Identify child projects needs*



## 4

## Strategic proposal for the Science Policy Interface

The Science Policy Interface (SPI) should be a process, not a tool or single website (see Section 3). It must add value, support and boost the work of the country projects by complementing their activities, not adding an unnecessary / unwelcome burden.

In time, the SPI will benefit from evidence generated by the 12 country projects, but at the outset it is based on the needs of the country projects, as identified during the PPG phase, at the Bolgatanga workshop and during further interactions, supplemented by lessons learned from previous projects and programmes.

It should be specific in its focus – addressing and bridging policy implementation gaps. A particular focus will be to help country projects translate regional and national policies into actions on the ground through, for example, advocating better implementation of existing

laws and by-laws; supporting development of new laws and by-laws; or contributing to better functioning of local multi-stakeholder groups (watershed / rangeland / forest management committees); and catalysing evidence-based decision making.

It will help project teams advocate for improved sectoral policies to support the nexus of natural resources management, protecting biodiversity and food security.

A set of interventions will take place at the regional and sub-regional scales, targeting opinion shapers; while another set will focus on providing toolsets to country projects to bringing agricultural and environmental actors together (for example different ministries, or land users with different priority objectives at landscape scale) in order to influence decision-making, based on good practice.

**The strategy to implement the Programme Component 1 will be based on the following three pillars, of which this chapter will provide a description:**

### PILLAR 1

**A multi-stakeholder knowledge exchange mechanism** between the 12 RFS countries; and **linkages to scientific and policy platforms** that support innovation for sustainability and resilience of agricultural ecosystems at country and regional levels

### PILLAR 2

**Guidance and tools on integrating best practices on policies** for integrated natural resources management into regulatory frameworks and national and sub-national institutions

### PILLAR 3

**Capacity development** and support to RFS country projects, including trainings on specific topics on a needs-basis, co-funded by country projects

In practice, the implementation of the three pillars will be closely interrelated, as any given event or activity can serve multiple purposes.

Table 6 in chapter 4.4 relates the 3 pillars of this Strategy to the approved Logical Frameworks of the FAO project and of the UNEP project under the RFS Programme, and the mandates of the two institutions.

## 4.1 Pillar A - A multi-stakeholder knowledge exchange mechanism between the 12 RFS countries, and linkages to existing scientific and policy platforms

### a. Strategic partnership with African Union

As described in Section 3 and Annex 4, the SPI should ensure that, at a minimum, the African Union (AU) and some key Regional Economic Communities (RECs – ECOWAS, EAC and SADC) are aware of the Programme and its products and tools. This should be achieved through SPI / Hub project participation in key events and processes to build awareness and capacity, and developing collaborations as appropriate.

As the RFS projects produce lessons from the integrated approach to food security and environmental issues, these may well provide evidence to support one or more resolutions to be tabled at the AMCEN and the AU Summits.<sup>6</sup>

The SPI / C1 of the Hub should target relevant on-going policy processes in the AU, particularly through the Department of Rural Economy and Agriculture (DREA).

The Department's mandate is to boost AU Member States' rural economic development and agricultural productivity by supporting the adoption of measures, strategies, policies and programmes on agriculture. It works closely with the Regional Economic Communities (RECs) and other partners. Key tasks include: develop programmes ensuring food security; promote rural communities' initiatives and transfer of technologies; coordinate efforts to eradicate poverty and combat desertification and drought; promote agricultural products by small-scale producers; support the harmonisation of policies and strategies between the RECs; and initiate research on climate change, water and sanitation management.<sup>7</sup>

The Department has three divisions:

- Agriculture and Food Security (FS);
- Environment, Climate Change (CC), Water, Land and Natural Resources;
- Rural Economy.

The Department's flagship programme is the Comprehensive Africa Agriculture Development Programme (CAADP).



#### See Logical Framework (chapter 4.4):

- *Activity 1.1.1.3 Strategic partnerships with AU/AUDA-NEPAD/RECs/AMCEN/FAO regional conference/ MEA meetings to ensure awareness of the Programme and that lessons from RFS influence the policy processes [jointly led by FAO-UNEP]*

Using the Outcome Mapping methodology, it was concluded that the SPI team would “like to see” the Hub SPI target in particular the opinion shapers in the African Union (AU). Specifically it is recommended that the SPI / C1 should prioritise work towards:

- Engaging / influencing the AU DREA's 2-year strategic workplan and the technical committees which propose decisions for the Summit;
- Influencing the documents etc. of the Environment Action Plan of the New Partnership for Africa's Development (NEPAD)
- In partnership with RFS component 4, identify policy options, champions and generate evidence from the project (inter alia policy briefs, field visits...) that C1 can feed into policy processes of the AU;
- Use partnerships with AU to share lessons with non RFS countries.
- Seek to organize High level side event for Heads of State summit in 2021
- Prepare policy brief for high level policy makers
- High level event for CAADP implementation

The SPI would “love to see” that its influence had contributed towards better policies being adopted and implemented (e.g. agriculture policies that better integrate with INRM, innovative policy tools).

<sup>6</sup> From 2019, the AU Summit will be held once a year and the second meeting in the year will be for RECs- Heads of States.

<sup>7</sup> Source: AU website <https://au.int/rea/department>

## b. Strategic collaborations with Regional Economic Communities

The SPI should have similar ambitions towards the three concerned Regional Economic Communities (RECs - SADC, EAC and ECOWAS) (see Section 4.1 a).



### The Eastern African Community

The Eastern African Community (EAC) has specific sector policies, some of which particularly pertinent to the RFS:

- Agriculture and Food Security<sup>8</sup> - with the stated objective of “Enhancing food security and rational agricultural and livestock within the Community through harmonisation of agricultural policies as well as joint programmes for efficient and effective production.”
- Environment and Natural Resources<sup>9</sup> – with the objective of “Managing and sustaining the eco-systems and natural resources of the Community by preventing, arresting and reversing the effects of environmental degradation as well as management and the sustainable utilisation of natural resources.” The Environment and Natural Resources Sector covers the following:

- 1 Natural Resource Management and Biodiversity Conservation
- 2 Climate Change Adaptation (CCA) and Mitigation
- 3 Disaster Risk Reduction and Management
- 4 Pollution and Waste Management
- 5 Multilateral Environmental Agreements



### The Economic Community of West African States

The Economic Community of West African States (ECOWAS)’s Sectoral work “Agriculture and Environment” is the most relevant for the RFS. ECOWAS is involved in the agricultural and food self-sufficiency of citizens of the Region. Implementation of activities in the agricultural sub-sector revolves around four components of the Regional Agricultural Investment Programme (RAIP) adopted by the ECOWAS authorities to ensure ECOWAP implementation:

**These include:**

- Promotion of strategic projects for food security and food sovereignty,
- Promotion of a global environment conducive to regional agricultural development,
- Reduction of food vulnerability and the promotion of sustainable access to food, and
- Governance, coordination and monitoring-evaluation of ECOWAP implementation.

The transformative Regional Programme by the Specialized Technical Ministerial Committee on Agriculture, Environment and Water Resources for Agricultural Intensification and the Development of Pastoralism is particularly relevant.



### The Southern African Development Community

- Specifically the Agriculture and Food Security SADC-ICP Thematic Group<sup>10</sup> of the Southern African Development Community (SADC) is particularly relevant to the work of the SPI.



**See Logical Framework (chapter 4.4):**

- *Activity 1.1.1.3 Strategic partnerships with AU/AUDA-NEPAD/RECs/AMCEN/ FAO regional conference/ MEA meetings to ensure awareness of the Programme and that lessons from RFS influence the policy processes [jointly led by FAO-UNEP]*

<sup>8</sup> <https://www.eac.int/agriculture>

<sup>9</sup> <https://www.eac.int/environment>

<sup>10</sup> <https://www.sadc.int/about-sadc/international-cooperation/sadc-icp-thematic-groups/>

### c. Collaborations to co-construct knowledge and build synergies

The SPI will seek strategic policy engagement and disseminate lessons learned from country projects and Hub activities (documents prepared by Component 4 of the Hub) with:

- Other regional entities;
- FAO Regional Conference for Africa;
- African Ministerial Conference on the Environment (AMCEN) which has its Secretariat in UNEP, including AMCEN's Science–Policy– Business forum (in particular influencing documents and declarations of AMCEN and organizing events at AMCEN);
- Main conferences of the Multilateral Environment Agreements (MEAs);
- Other relevant IFAD, FAO, UNDP and UNEP meetings;
- WOCAT

Country teams and others also recognise that projects do not all have active links with regional or global research organisations. The Hub C1 should develop collaborations and encourage country project teams to engage with universities and research institutes; Africa regional centres such as ASARECA, CORAF, CILSS/AGRHYMET; CGIAR centres like ICRISAT and other international research institutes like CIRAD. Regional or international research organisations may provide cutting edge knowledge; and the projects may offer opportunities to academics and research to engage in innovation platforms, action-research and real world learning.



#### See Logical Framework (chapter 4.4):

- *Activity 1.1.1.4 Collaborations to co-construct knowledge and build synergies*
- *Activity 1.2.1.2 Review the identified scientific platform in workshops with national partners*



### d. Knowledge “dashboard”

The majority of the country project teams requested guidance on appropriate science and technologies (inter alia on SLM, NRM, CSA, IWRM) and policy and regulatory measures and instruments and institutional innovations. As described in Section 1 and 2 and in Annex 2, a large number of online information websites / knowledge exchange platforms already exist and are useful for project implementation teams and other project stakeholders. However, teams often lack the time to search the web for resources and learning materials.

The SPI can develop a user-friendly “dashboard” (set of menus) nested within the Programme website [www.resilientfoodsystems.co](http://www.resilientfoodsystems.co) to rapidly lead / signpost users to pertinent science and technology and policy websites (see detailed list in Annex 2). It should have simple functions to integrate information from different sources into easily accessible products. It would focus on making available to policy and decision makers latest knowledge and tools through a scientific knowledge support interface.

This “dashboard” can include an open source with functionalities for back end management so that countries are able to manage and update information in their country spaces, and upload short reports or photos of lessons learned as a first step towards knowledge sharing.



#### See Logical Framework (chapter 4.4):

- *Activity 1.2.1.3 Establish regional network platforms to promote evidence-based solutions across member countries*

## 4.2 Pillar B - Guidance and tools on integrating best practices on policy for integrated sustainable landscape management into regulatory frameworks and national and sub-national institutions

### a. Stocktaking and publications on best practices on INRM/SLM policy development, viable inter-sectorial coordination & innovative finance mechanisms

This Pillar focuses on tools and best practices to strengthen dialogue between policy and science, to help mainstream ecosystem restoration, climate resilience, INRM/SLM and gender approaches into policies and programmes.

Existing tools and approaches may need to be adapted to the needs of the Programme and participating countries and made available in a user friendly format.

At the regional level, the African Union's (AU) New Partnership for Africa's Development (AUDA-NEPAD) Environment Action Plan (EAP) and its Comprehensive African Agricultural Development Program (CAADP) has received support through a number of initiatives to develop tools for policy and financing of SLM. AU/AUDA-NEPAD initiatives include the Africa Climate Smart Agriculture Alliance that was launched in 2014 to leverage the partners' efforts to support scaling up of climate smart agriculture to at least 6 million farm households. SLM best practices guidelines and processes developed under WOCAT aim to facilitate gathering and access to evidence. UNCCD will also lead a process in 2020 to gather evidence on field implementation of land degradation-neutral projects. The GEF 7 Drylands Sustainable Landscape programme will also generate findings on policy instruments and innovative financing mechanisms in partnerships with 11 countries, many of whom in sub-Saharan Africa. The SPI should promote knowledge sharing and partnerships with such initiatives to consolidate and disseminate best practices.

Specifically best practices documents or guidance may be prepared on:

- 1 National policies and strategies for Integrated Natural Resource Management (INRM) and Sustainable Land Management (SLM), ecosystem based approaches and food security;

- 2 Mechanisms for mainstreaming INRM/SLM that include agrobiodiversity into policy and institutions;
- 3 Sustainable and innovative financial mechanisms and market opportunities for scaling-up.



#### See Logical Framework (chapter 4.4):

- Activity 1.1.1.5 Stocktaking of best practices on INRM/SLM policy dev., viable inter-sectorial coordination & innovative financial Mechanisms
- Activity 1.1.1.6 Best practices and lessons learned publications and outreach material
- Activity 1.2.1.4 Identify best practices according to science support integrated landscape

### b. Guidance on integrating best practices and tools identified into existing regulatory frameworks and intervention approaches

#### Incentives for ecosystem services, innovative finance mechanisms and market linkages)

As noted in Section 3, there is a clear demand from country teams for them and key national staff to receive further support on how to effectively use incentives for ecosystem services, innovative finance mechanisms and market linkages for sustainable products.

UNEP organized a regional training in the fall of 2018. Also, FAO in partnership with ICRAF organized a training of country project teams on incentives for ecosystem services during the RFS annual event in Nairobi, Kenya in May 2018, which received positive feedback.

Several countries (notably Burundi, Ethiopia and Tanzania) specifically requested the Hub's support in developing enabling policy environment to support linkages to the private sector. Ethiopia and Tanzania sought guidance on policy incentives for private sector engagement in NRM, particularly on policy incentives to ensure private sector involvement in introducing and applying technologies for climate change mitigation.

Various online sources can be used in collaboration with Component 2.2 led by UNDP, for example FAO's Guiding Principles for Developing Sustainable Food Value Chains (2014);<sup>11</sup> the UNDP GEF Public-Private Partnerships Guidebook<sup>12</sup> (2014); tools from UNDP's Green Commodity Programme;<sup>13</sup> and more.

The frontier challenge will be to promote transformative approaches and policies that go beyond single crop value chains (which tend to push smallholders further into specialization, with potential risks for ecosystems and economic vulnerability).

<sup>11</sup> <http://www.fao.org/sustainable-food-value-chains/library/details/en/c/265156/>

<sup>12</sup> <https://iwlearn.net/manuals/public-private-partnerships-guidebook>

<sup>13</sup> <https://www.greencommodities.org/content/gcp/en/home.html>

The projects should promote market arrangements that enable the marketing of a basket of products (including diverse crops, livestock products, non-timber forest products) from a given producers group to different markets (local national, export); thereby incentivizing integrated farms and agro-forestry systems.

Resources to support this include manuals from the Forest and Farm Facility (FFF) led by FAO-IUCN-IIED and AGRICORD;<sup>14</sup> FAO's guide "Enabling local sustainable food systems – Innovator's Handbook" (forthcoming early 2020); the Agreenium-FAO "Massive Online Course (MOOC) on Sustainable Food Systems" (forthcoming 2020).



## SLM mainstreaming tool

The objective of the Sustainable Land Management mainstreaming Tool (Decision Support for Mainstreaming and Scaling out of Sustainable Land Management or DS-SLM)<sup>15</sup> promoted by FAO, WOCAT and GEF is to support the design of operational strategies and action plans to mainstream and scale up SLM; and to guide national teams and other SLM-related projects in establishing processes for mainstreaming information on desertification, land degradation and drought (DLDD) and SLM into the national and subnational decision-making processes.

DS-SLM is a decision support framework made up of seven modules that provides the scientific basis for mainstreaming strategies. Module 1 of the framework involves the design of an operational strategy and action plan for mainstreaming and scaling up SLM. This strategy and action plan supports the process of using local and national assessments of DLDD and SLM best practices (modules 2, 3 and 4) in decision making. Module 5 is aimed at integrating SLM into land use planning, and the aim of module 6 is to facilitate the implementation and scaling up of SLM. Module 7 sets out knowledge-management actions to support the other modules.

For SLM to become an active and permanent process, political, institutional, social and financial support is needed for implementing SLM. This requires a conducive policy, institutional and political environment; otherwise, SLM interventions will remain isolated or implemented through projects that last for only limited periods and are usually geographically restricted to pilot areas.

The DS-SLM process for mainstreaming strategies has two main phases: first an initial rapid assessment of the main barriers to SLM implementation and of the existing decision-making processes is carried out and is followed by the formulation of the strategy. The latter is achieved by first formulating the mainstreaming objectives followed by the identification of major stakeholders and institutions to come to the formulation of an action plan. Although the steps follow a natural progression, elements may overlap or occur out of sequence.

The DS-SLM mainstreaming tool has been designed as a simple step-by-step process to be used by the DS-SLM project team. The tool has two sections: 1. A guiding document, which includes a mainstreaming questionnaire for the initial phase of strategy design (mainstreaming assessment); and 2. A file with five mainstreaming tables in Microsoft Word and Microsoft Excel for organizing and systematizing the information gained in each of the steps in the design of DS-SLM mainstreaming strategies.



### See Logical Framework (chapter 4.4):

- *Activity 1.1.1.7 Guidance on how integrate the identified best practices into existing regulatory frameworks and intervention approaches*
- *Activity 1.2.1.5 Create a toolbox of existing methods*

## c. Catalyse events, workshops and visits to exchange best practices

Besides the well-organized exchanges during the RFS annual workshops, and an interesting exchange visit between the Uganda and Kenya projects, lessons-sharing between projects is still limited.

The TerrAfrica SIP projects found that exchange visits and study tours provide very effective means by which experiences can be shared between projects, for example in nearby countries. The TerrAfrica SIP and particularly the Kagera TAMP project (see Sections 2.3b & c) provided useful guidance that exchange visits / study tours need to be carefully organized with due consideration of who should go where and to look at what. These are complex to organize but have proved to be highly effective means for the exchange of knowledge, and contribute greatly to motivating participants, including land users, extension staff and technical officers – as "seeing is believing".

Although individual countries may organise study tours or exchange events, this is something that the Hub may take a lead on or facilitate. This falls largely under the purview of Hub Component 4 on Knowledge sharing, communication and coordination led by ICRAF. However the Hub SPI under Component 1 is

<sup>14</sup> <http://www.fao.org/forest-farm-facility/en/>

<sup>15</sup> <http://www.fao.org/land-water/land/land-governance/land-resources-planning-toolbox/category/details/en/c/1198190/>

expected to coordinate with the Component 4 team, inter alia to:

- 1 Identify cases and topics worth sharing;
- 2 Organize specialized technical workshops and knowledge sharing events with a particular focus on institutional innovations and policy instruments.

In practice, any regional training course conducted by the SPI (Pillar C) will start from country participants' perspectives and experiences, and will rely on them to actively contribute knowledge and cases during the trainings; so there may not be a strict demarcation in practice between trainings and sharing events.



See Logical Framework (chapter 4.4):

- Activity 1.1.1.8 Event, workshops and visits to exchange best practices
- Activity 1.2.1.8 Hold regional science-policy forum for scientists and decision-makers

### 4.3 Pillar C - Support to RFS country projects, including trainings on specific topics on a needs-basis, co-funded by country projects

The third Pillar aims to provide capacity development to country project teams and other stakeholders on tools, knowledge and skills to support the integration of Integrated Natural Resources Management and ecosystem-based approaches into national policies. Below are indicative activities.

#### a. Training in advocacy skills

Country project teams need to inform, inspire and enable positive action in others to attain the goals, objectives, outcomes and outputs of their projects. Many of the RFS country teams expressed concern that they lacked sufficient skills in advocacy to catalyze the required changes among policy and decision makers.

The RFS country projects need to support behavioural and policy changes to impact environmental and food security issues. This is a process of individual and institutional change. The project teams tasked with catalysing these changes require a set of interpersonal, communication and facilitation skills to work with colleagues and managers, challenging and changing personal perspectives and organisational



cultures. A crucial part of this process of change is the skills required for advocacy for change.

The Hub C1 can support country teams to reinforce such skill sets, including listening skills, being assertive but not confrontational, the ability to give and receive good feedback, building bridges, moving from individual champions to team victories and much more.



#### See Logical Framework (chapter 4.4):

- *Activity 1.1.1.9 Regional training sessions on “Process and Advocacy skills” to catalyse the required behaviour changes among policy and decision makers*
- *Activity 1.2.1.9 Prepare baseline and biennial integrated and trends in the environment*
- *Activity 1.2.1.7 Provide international expertise to develop national level training & capacity development programs*

## b. Strengthening capacities on the planning and implementation of effective multi-stakeholder platforms

The RFS country projects (and beyond, the Sustainable Development Goals and their associated targets), require an inter-sectoral and multi-stakeholder approach taking into account economic, environmental and socio-cultural dimensions. All country projects include outputs and activities establishing and supporting multi-stakeholder platforms (MSPs).

Particularly in demand during the needs assessment done with countries teams are trainings for country project teams to bring together effective platforms involving agriculture, rangeland / pastoral, environment and water actors (different ministries; national, local and community levels to groups of land users, perhaps with different priority objectives at landscape scale) to influence decision-making, based on good practice.

The IFAD 2017 document on policy engagement<sup>16</sup> outlines some of the key challenges the country teams face:

While “government” may lead public policy processes, there are many divergent and contradictory interests – within ministries, among different ministries and between the different branches of government – and these different interests may be mediated. Different private sector actors will also have common and competing interests – take, for example, rice producers and processors versus rice importers. Civil society may range from policy researchers to international and local NGOs to producers’ organizations, and each of these actors have different perspectives and interests to pursue. In each country, and on each policy issue, the access, influence and sheer power of different actors in the policymaking process vary widely and needs to be understood. A major challenge to the success of MSPs continues to be the weak capacity of key stakeholder groups, which often resulted in de facto non-participation and hence

non-incorporation of their priorities; which, in turn, has been recognized as a contributing factor to the weak implementation of the policies.

MSPs only have the desired effect when all parties have capacities, knowledge and experience, together with the desired commitment, to engage effectively. In addition, evidence from case experiences suggests that it requires strong leadership and motivation to engage in an MSP, as well as a network of appropriate formal and informal institutions that can be relied upon for action, and most importantly, a rebalancing of power relations between stakeholders.

Support for the more effective use of multi-sectoral approaches in national and local level policy formulation and implementation moves beyond the “stakeholder consultations” techniques on already stated plans and programmes. It requires ensuring serious engagement of different groups to help articulate those very plans and programmes, so that they are framed in multi-sectoral, multi-stakeholder (and sometimes multi-scale) content and processes.

MSPs can serve as a key mechanism for policy dialogue and visioning on key issues. Care must be taken though to ensure that there is no exclusion of the vulnerable groups in the community. Their skills and confidence will need to be built if they are to be active and equal participants in the process, particularly if indigenous communities are involved (requesting their Free, Prior and Informed Consent (FPIC) in the process is only the first step in this process). Attention should be paid to power differences between different stakeholders, and the possibility of ‘elite-hijacking’, allowing the voice of the elite to overrule that of the over groups.

During the trainings, project teams will be guided on the capacity strengthening needed for key local stakeholders – especially local leaders and CSOs - to engage effectively in MSPs. This should include provision of training in participatory methods, communication and leadership skills, access to knowledge and sharing of good practices of MSPs.

For MSPs to be applied effectively, stakeholders need (to develop) capacities in the areas of:

- Stakeholder Analysis;
- Leadership and facilitation;
- Visioning;
- Priority Setting;
- Creating linkages & Partnerships;
- Mediating diverse interests, negotiations and conflict resolution.

As an example, the GreeNTD (Green Negotiated Territorial Development)<sup>17</sup> is an approach to land use planning based on a socio-ecological territorial development methodology. It supports wide

<sup>16</sup> IFAD’s approach to policy engagement Country-level policy engagement (2017) Available from: [https://www.ifad.org/documents/38714170/39144386/CLPE\\_Teaser\\_web.pdf/89e3b627-2f6a-4343-828d-50126bae0d05](https://www.ifad.org/documents/38714170/39144386/CLPE_Teaser_web.pdf/89e3b627-2f6a-4343-828d-50126bae0d05)

<sup>17</sup> Toolkit for the application of Green Negotiated Territorial Development (GreeNTD) <http://www.fao.org/land-water/land/land-governance/land-resources-planning-toolbox/category/details/en/c/1047635/>

stakeholders engagement in seeking progressive territorial consensus through a holistic, bottom-up and negotiated vision. Its objective is to get an agreed, socially legitimate and sustainable use and management of natural resources whilst safeguarding the ecosystems - current and future.

The GreeNTD framework is built on the following guiding principles: inclusiveness of all stakeholders; multi-disciplinarity to encompass all main dimensions, visions and perceptions of territory'; negotiation between stakeholders; gender focus; inclusion of vulnerable groups; iterative decision-making; and scalability to accommodate local, sub-national and national interests.

**The key methodological steps of the approach are:**

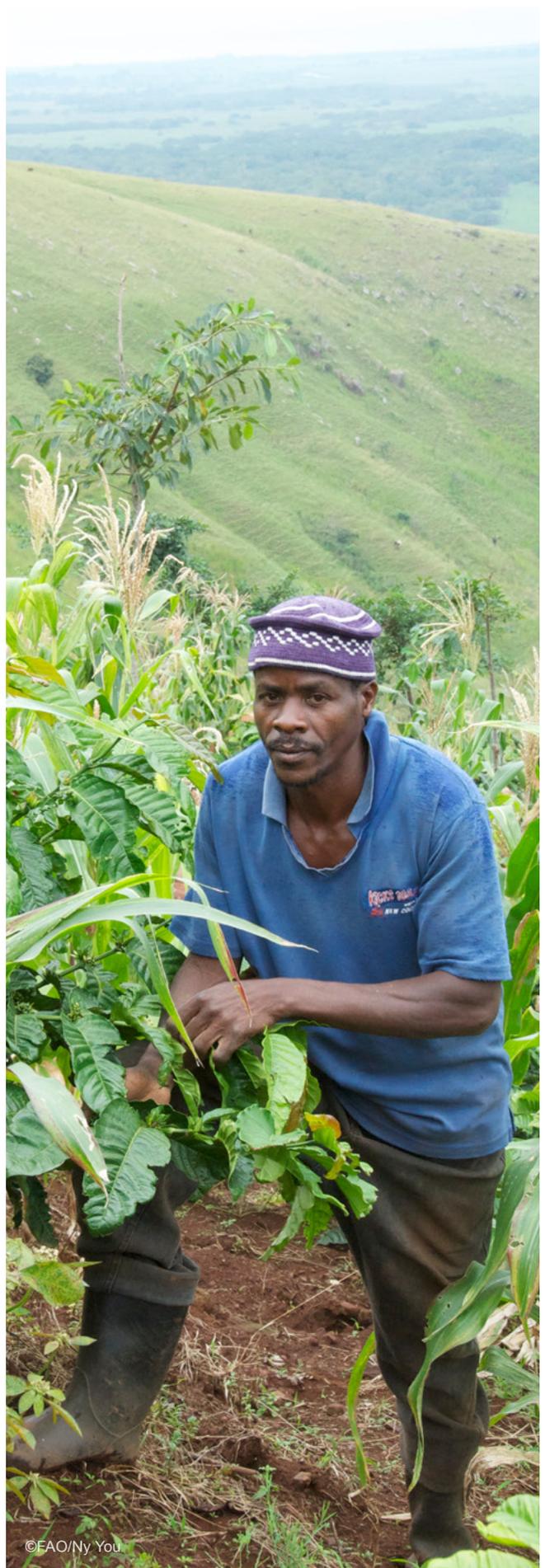
- 1 Setting the agenda for the process;
- 2 Understanding the stakeholders and the territory as a socio-ecological system;
- 3 Co-designing coherent and feasible proposals for the development of the territory;
- 4 Seeking a consensus for a Socio-Ecological Territorial Agreement (SETA);
- 5 Preparing the ground to guarantee the application of the SETA;
- 6 Monitoring and evaluation.

The proposed methods and tools are to be used not as recipes but rather as a set of various methodological options and examples of tools that can support the processes.



**See Logical Framework (chapter 4.4):**

- Activity 1.1.1.10 Regional training on “Supporting planning and implementation of effective multi-sectoral platforms” (national, local and community levels)
- Activity 1.2.1.11 Adapt existing future land-use scenarios for Africa to help stakeholders explore alternatives for agricultural development



### c. Facilitated training on evidence-based decision making processes in project countries

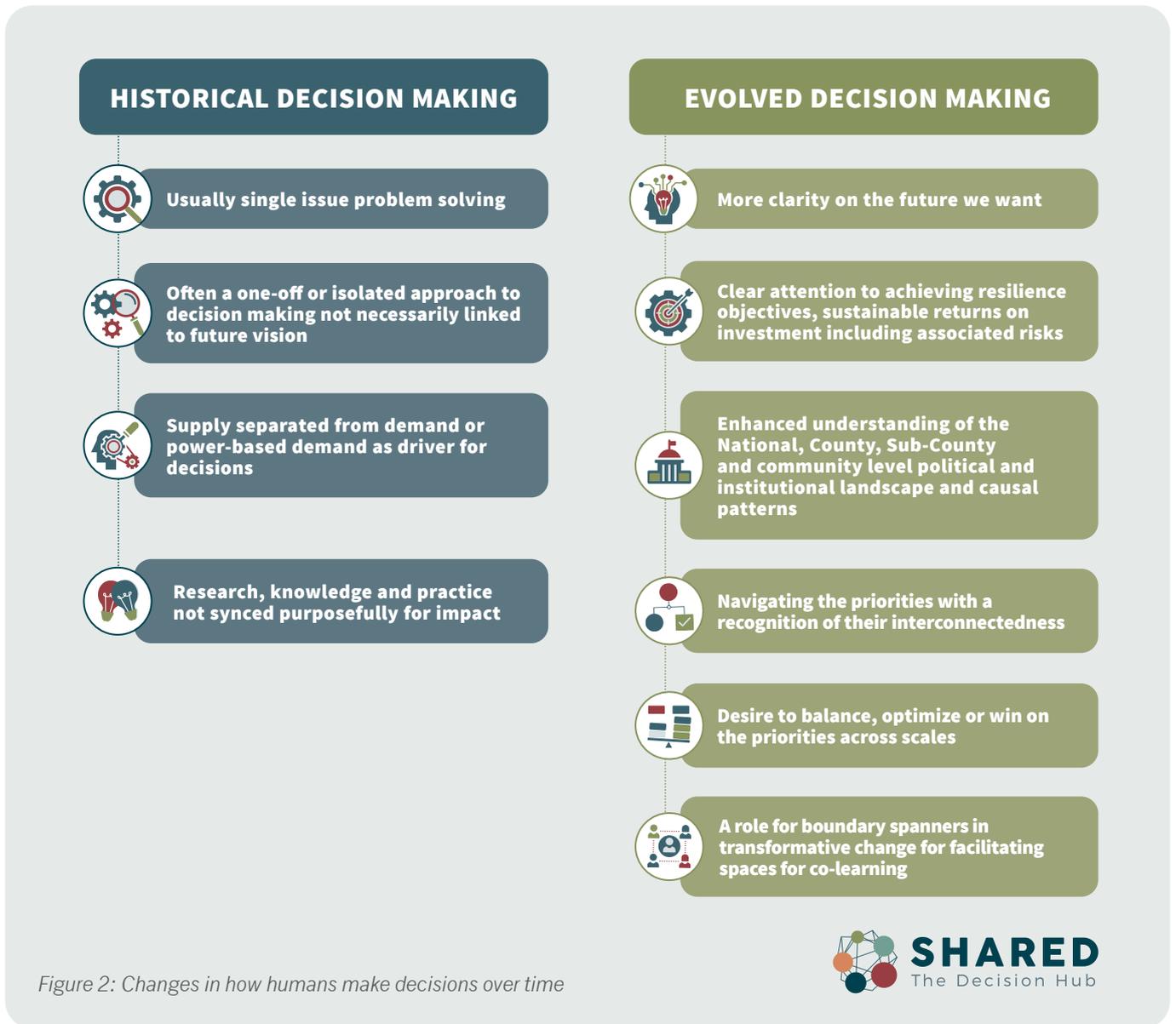
- In addition to encouraging multi-stakeholder approaches (but closely related), it is vital that the RFS and other projects use evidence more effectively to influence policy processes (to incorporate environment, climate and food security) at national and local levels.

- Since there are strong inter-relations between issues threatening society and nature, integrated decision-making frameworks such as the Holistic Decision Making Framework (Savory with Butterfield, 1999) are gaining greater importance.
- Shifting decision-making paradigms also involves awareness of the many influencing aspects that affect a human’s decision making capacity. Figure 1 summarizes influencing factors to bear in mind when facilitating processes for evidence-based decision-making.



Figure 1: The Nature of Decision Making

Human decision-making often does not take into account root cause dynamics or a holistic sense of the context and clearly articulated outcomes (e.g. landscape health, human well-being). Thus, decisions are often taken in an ad-hoc fashion based on emotional states, partial data, peer pressure, personal relationships, experience, intuition, values, urgency, self-interest, among others. Yet human decision-making is at the base of the behavioural changes that are needed to attain the RFS project objectives, meet sustainable development and resilience outcomes. The changes which are sought by the RFS country projects and indeed more widely in how humans take decisions over time are illustrated in Figure 2.



It is proposed that the SPI of the RFS should contribute to changing the nature of decision making in the project countries by supporting countries to shift decision-making culture at national and devolved levels towards an evidenced-based and inclusive approach. Various methodologies and approaches can be used.

As an example, the ICRAF-led Stakeholder Approach to Risk Informed and Evidence<sup>18</sup> Based Decision Making (SHARED) process has been developed to shift decision-making culture at national and devolved levels to bridge sectors and institutions and accelerate resilience and sustainable development outcomes. The SHARED process (see Figure 3), which is used in three of the RFS countries (Eswatini, Kenya and Malawi), arose from the need for decision makers and stakeholders from various sectors, levels and affiliations to have a ‘space’ to interact with and interrogate evidence; and to understand risks and development implications associated with potential investment options and decisions.

<sup>18</sup> Definition of the word “evidence”: the SHARED Decision Hub defines it as the integration of raw data constituting numbers, words, images and insights emerging from diverse knowledge sources. This information is synthesized and through the co-design processes, is put into visually accessible formats for different audiences.

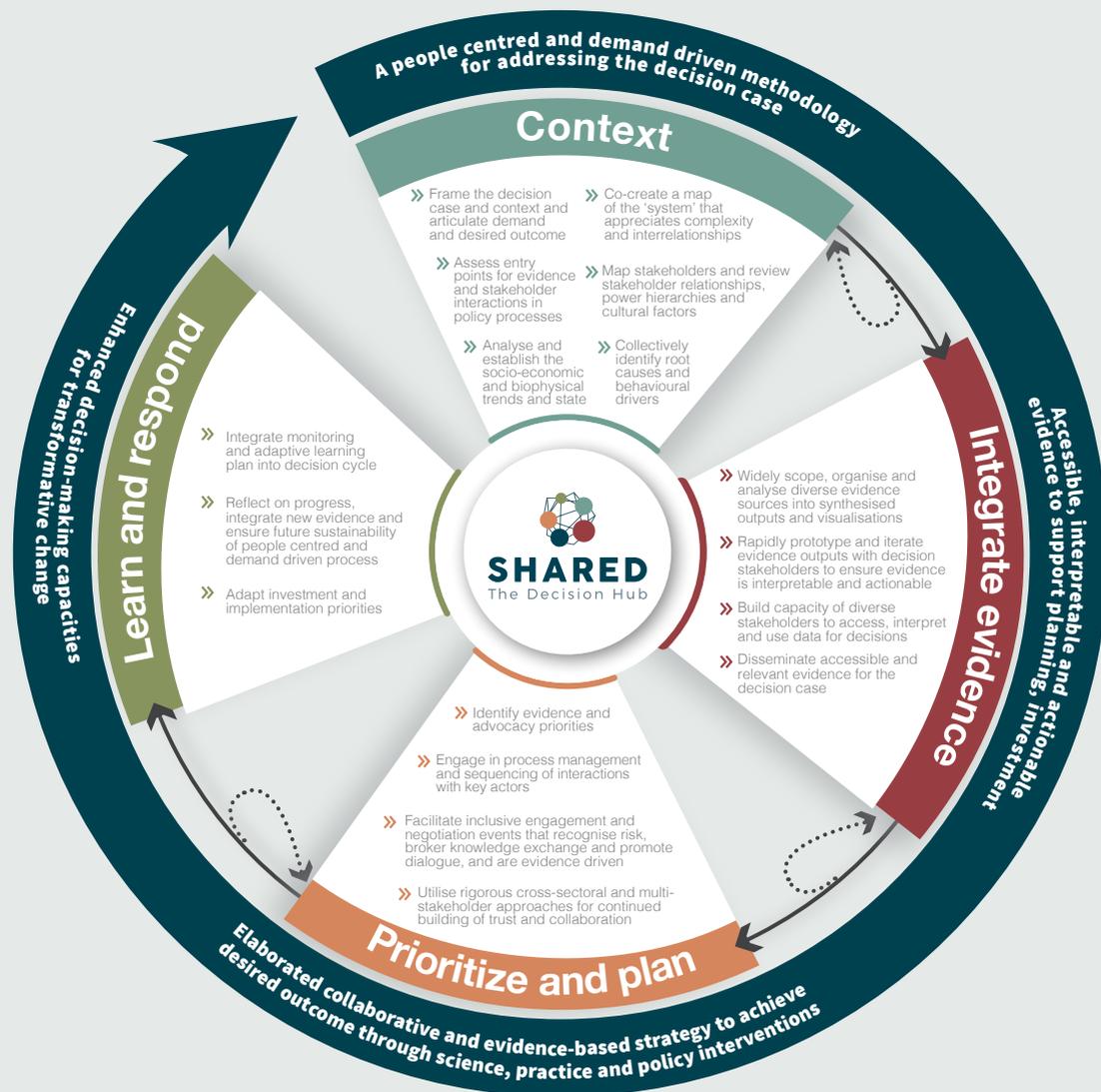


Figure 3: Four phases of SHARED which are applied on a case-by-case basis

SHARED bridges different decision makers and priorities in a facilitated process, to facilitate conceptual clarity and concrete steps towards achieving agreed outcomes. This includes a core focus on building capacity for integrating evidence into decision-making processes. The SHARED framework assists decision makers to understand wider linkages and implications of decisions and multiple priorities.

Through tailored capacity development and training, it is envisioned that this process will enable project countries to significantly enhance their application of evidence for making investment and planning decisions.

It is proposed that other RFS countries consider opting-in to benefit from the SHARED approach. A session on SHARED was organized to the benefit of country teams during the Bolgatanga workshop. One or more of the three RFS countries using SHARED may share their experiences in future RFS newsletter or event. Country-level processes would need to be financially supported by RFS country projects and/or other projects.

The countries / sub-national areas which have not officially started using the SHARED approach will not all necessarily require the full stages of SHARED (see below), depending on what the RFS and other projects have already done, but should consider which of the following they require:



**People, outcomes and issues.** Articulate the sustainable development outcomes desired, carry out stakeholder root cause analysis and stakeholder mapping to clarify issues and understand key actors to be involved in planning, implementation and monitoring.



**Communication.** Allow easy access to county-level information and plans via communication channels such as website, posters, radio and community structures to do regular public engagement.



**Data inventory.** Ensure regular data inventories are carried out to establish existing data and information from multiple sources within the county and ensure clarity on quality, methods and timing of data capture.



**Evidence into decision making.** Build capacity for structured facilitation and interpretation of evidence for decision making around annual planning and budget processes



**Information management and accessibility.** Develop an accessible data and information management system to encourage cross-sectoral linkages and ensure that sectoral targets are based on evidence and measured regularly against set baselines.



**Effective partnerships.** Strengthen joint planning and investment partnerships amongst government, international and national NGOs, UN Agencies, donors, private sector and different government ministries.



**Learning and systems.** Imbed a culture of learning within the county government, basing investment decisions on evidence and appreciating the linkages between the natural environment and its critical supporting role in social and economic development.

Besides SHARED, other approaches exist – including the GreenNTD (see above Pillar C section b), or the DS-SLM (see above under Pillar B section b). Different approaches supporting multi-stakeholder platforms, multi-sectoral processes and/or collective evidence-based decision making have been developed by different organizations with at times a somewhat different focus or stakeholder base or historical trajectory. But they may largely overlap in their scope; they could perform different functions, or be dovetailed. Indeed in practice, collective approaches to evidence-based decision making would ideally be inclusive and participatory i.e. multi-stakeholder.

Final decisions on which tools and approaches to use at country level will depend on what other projects may have used in the country; time and physical availability of technical experts to backstop the process in the countries; costs; time-frames for each project; and other considerations.



#### See Logical Framework (chapter 4.4):

- Activity 1.1.1.11 Training workshops on “Evidence Based Decision Making Approach”
- Activity 1.2.1.10 Develop training package & material to support network of national partners, increase capacity to define problems/develop solutions

## d. Assessment and monitoring tools to support evidence-based decisions

Monitoring is under the purview of Component 3 on Monitoring and assessments (‘Track’), but this Component has focused mostly on global environmental benefits and the biophysical dimensions of resilience, and less on food security and economic resilience indicators. The Hub SPI may help provide additional support to country projects on a co-financing basis to roll out tools to monitor socio economic and resilience indicators, as these weigh critically in the decision making processes of policy makers and are needed to document key project outcomes.

A needs assessment is on-going with country projects who have expressed interest to receive support on:

- The Self-evaluation and Holistic Assessment of climate Resilience of farmers and Pastoralists (SHARP). This app based survey tool addresses the need to better understand and address the situations, concerns and interests of family farmers and pastoralists relating to climate resilience



- The Food Insecurity Experience Scale (FIES). The FIES is an experience-based metric of food insecurity severity and one of FAO's premier tools to measure food insecurity. It relies on people's direct responses to questions about their experiences facing constrained access to food. Inspired by two decades of accumulated experience with similar tools in several countries, Voices of the Hungry developed the analytical protocols necessary to take experience-based food security measurement global, making it possible to compare prevalence rates across countries and even sub-national populations.

 [www.fao.org/in-action/voices-of-the-hungry/fies/en](http://www.fao.org/in-action/voices-of-the-hungry/fies/en)

- The Ex-Ante Carbon-balance Tool (EX-ACT) is an appraisal system developed by the FAO, providing estimates of the impact of agriculture and forestry development projects, programmes and policies on the carbon-balance. EX-ACT is a land-based accounting system, estimating C stock changes (i.e. emissions or sinks of CO<sub>2</sub>) as well as GHG emissions per unit of land, expressed in equivalent tonnes of CO<sub>2</sub> per hectare and year. The tool helps project designers to estimate and prioritize project activities with high benefits in economic and climate change mitigation terms. The amount of GHG mitigation may also be used as part of economic analyses as well as for the application for additional project funds.

 [www.fao.org/tc/exact/ex-act-home/en/](http://www.fao.org/tc/exact/ex-act-home/en/)

- LADA-WOCAT QM is an evaluation tool for land degradation and the conservation activities undertaken in a country or provinces / regions. It has the ability to link to a country-level LUS spatial database, thus allowing the production of thematic maps and area calculations on various aspects of land degradation and conservation. The assessment is based on the participatory completion of a detailed and georeferenced questionnaire that pays attention to the state, causes and evolution of soil, water and biological characteristics. It also searches answers concerning direct and socio-economic causes of these phenomena including its impact on eco-system services. The database and mapped outputs provide a powerful tool to obtain an overview of land degradation and conservation in a district or a whole country.

 [www.fao.org/land-water/land/land-governance/land-resources-planning-toolbox/category/details/en/c/1197596/](http://www.fao.org/land-water/land/land-governance/land-resources-planning-toolbox/category/details/en/c/1197596/)







#### See Logical Framework (chapter 4.4):

- Activity 1.1.1.12 Support projects on monitoring and assessment; and planning for scaling up and exist strategies
- Activity 1.2.1.9 Prepare baseline and biennial integrated and trends in the environment
- Activity 1.2.1.13 Review tools for the assessment of the values of ecosystem services and contributions of natural capital
- Activity 1.2.1.12 Analyse impacts of various land use scenarios on ecosystem service in productive landscapes

## e. Project planning for scaling-up / scaling-out and exit strategies

Project sustainability is a pre-requisite of GEF funding but is often not a focus of Project Coordination Unit focus until close to a project's end, as teams are busy on implementation. This is too late and can damage the long-term impacts of activities at project sites, and limit scaling-up/scaling-out.

The SPI should take a role in encouraging country project teams to implement activities which will contribute to their project's achievements during implementation but are also designed to ensure sustainability beyond its lifespan. The SPI may offer guidance (e.g. links on the dashboard) and / or training workshops (e.g. at the annual workshop and other events) in the science and policy areas to improve exit strategies/maximise post-project impacts/sustainability, including inter alia:<sup>19</sup>

- Involve local actors, for example in tree planting, defining their preferences amongst options and needs to locally adapt them. Also give specific training to community leaders (not necessarily chiefs – working with others such as school teachers [e.g. environmental clubs being developed by Ethiopia project] can be especially effective - enthusiasm is a better pre-requisite than formal mandate).<sup>20</sup> If possible, designate champions at local and/or national levels;
- Promote options and gather feedback from stakeholders on their performance, to ensure they are achieving the anticipated benefits and thus are more likely to continue actions post-project;
- Reflect on successes and failures and the reasons for them during implementation;
- Leverage: communicate successes and co-ordinate with other initiatives, to spread project

achievements more widely through, for example, national and international events such national agricultural show and international expos hosted by the countries;

- Evaluate impact: measure the extent project activities have changed lives and landscapes.
- Empower chiefs and traditional leaders to understand why it is important to enforce environmental management policies;
- Organize national and local workshops, for example for law enforcement agencies and the judiciary on environmental management;
- Support local initiatives to strengthen legislative frameworks for food security, including farming methods to ensure erosion control.
- Conduct massive sensitization (e.g. on new local by-laws), led by the commitment of traditional authorities (e.g. chiefs);
- Community-level engagement including women, youth and children. Engage groups to deal directly with duty bearers and get the processes embedded, led by community leaders (local champions) with NGOs, CSOs, Unit Committee members, landowners, youth and women's groups.

Various resources available online provide useful content, see:

- C-SAFE (2005) What We Know About Exit Strategies - Practical Guidance For Developing Exit Strategies in the Field (particularly p19-25)<sup>21</sup>
- Govt of Swaziland (2015) Draft Exit Strategy: Adapting National and Transboundary Water Resources Management To Expected Climate Change Project (GEF, Govt of Swaziland and UNDP project)<sup>22</sup>
- USAID (2019) Effective Sustainability and Exit Strategies for USAID FFP Development Food Assistance Projects<sup>23</sup>
- WWF (2017) Planning for Sustainability and Responsible Exits<sup>24</sup>



#### See Logical Framework (chapter 4.4):

- Activity 1.1.1.2 Support projects on monitoring and assessment; and planning for scaling up and exist strategies
- Activity 1.2.1.12 Analyse impacts of various land use scenarios on ecosystem service in productive landscapes

<sup>19</sup> Adapted from information in Reversing land degradation in Africa by scaling-up evergreen agriculture - re-greening Ghana with Trees (Shared Design, undated)  
<sup>20</sup> For an example refer to the Wakatu Fiji campaign - see Annex 6 for more information

<sup>21</sup> <https://reliefweb.int/sites/reliefweb.int/files/resources/A02C7B78FB2B408B852570AB006EC7BA-What%20We%20Know%20About%20Exit%20Strategies%20-%20Sept%202005.pdf>

<sup>22</sup> [https://www.thegef.org/sites/default/files/project\\_documents/Swaziland-Climate%2520Change-Adapting-TE-FINAL%2520Report-%25202016-With%2520Annexes.pdf](https://www.thegef.org/sites/default/files/project_documents/Swaziland-Climate%2520Change-Adapting-TE-FINAL%2520Report-%25202016-With%2520Annexes.pdf)

<sup>23</sup> <https://www.fantaproject.org/research/exit-strategies-ffp>

<sup>24</sup> [http://awsassets.panda.org/downloads/Sustainability\\_and\\_Exit\\_Strategies\\_March\\_2017.pdf](http://awsassets.panda.org/downloads/Sustainability_and_Exit_Strategies_March_2017.pdf)

## 4.4 Proposed revised logical framework

FRAMEWORK OF PROJECT COMPONENT 1		
Outcomes	Outputs	Activities
<p><b>Outcome 1.1:</b> 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</p> <p>[led by FAO]</p>  <p>Food and Agriculture Organization of the United Nations</p>	<p><b>Output 1.1.1:</b> Key decision makers informed on policy gaps and best practices and options for integrating/ mainstreaming results into on-going initiatives, policies and strategies whilst highlighting the need for gender-mainstreaming and showcasing gender-specific examples</p>	<p><b>Pillar A – Science and Policy interface established as a multi-stakeholder knowledge exchange mechanism</b></p> <p>Activity 1.1.1.1 Fine-tune the conceptual framework of the RFS Regional SPI, including links to existing platforms and workshops to share and discuss the framework.</p> <p>Activity 1.1.1.2 Identify country projects needs with regards to policy support in a participatory process</p> <p>Activity 1.1.1.3 Strategic partnerships with AU/AUDA-NEPAD/RECs/AMCEN/FAO regional conference/MEA meetings to ensure awareness of the Programme and that lessons from RFS influence the policy processes [jointly led by FAO-UNEP]</p> <p>Activity 1.1.1.4 Collaborations to co-construct knowledge and build synergies</p>
		<p><b>Pillar B – Good examples of tools, best practices and strategies</b></p> <p>Activity 1.1.1.5 Stocktaking of best practices on INRM/SLM policies, viable inter-sectorial coordination &amp; innovative finance mechanisms</p> <p>Activity 1.1.1.6 Best practices and lessons learned publications and outreach material</p> <p>Activity 1.1.1.7 Guidance on integrating identified best practices and tools into existing regulatory frameworks and intervention approaches</p> <p>Activity 1.1.1.8 Event, workshops and visits to exchange best practices</p>
<p><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</p> <p>[led by UNEP]</p>  <p>environment programme</p>	<p><b>Output 1.2.1:</b> Latest scientific and technical knowledge, tools and methods synthesized and made available to decision makers</p>	<p><b>Pillar C – Capacity development of key decision makers and country teams on options and skills to integrate/ mainstream INRM into on-going initiatives, policies and strategies</b></p> <p>Activity 1.1.1.9 Regional training sessions on “Process and Advocacy skills” to catalyse required behaviour changes among policy and decision makers –</p> <p>Activity 1.1.1.10 Regional trainings on “Supporting planning and implementation of effective multi-stakeholder platforms” (national, local and community levels)</p> <p>Activity 1.1.1.11 Trainings and workshops on “Evidence Based Decision Making approaches”</p> <p>Activity 1.1.1.12 Support projects on monitoring and assessment, and planning for scaling-up and exit strategies</p>
		<p><b>Pillar A - Relevant platforms and initiatives linked at country &amp; regional level</b></p> <p>Activity 1.2.1.1 Identify global/regional/country civil society partners, institutional platforms that influence knowledge on sustainability &amp; resilient agricultural ecosystem in Africa</p> <p>Activity 1.2.1.2 Review the identified scientific platform in workshops with national partners</p> <p>Activity 1.2.1.3 Establish reg. network platforms to promote evidence based solutions across member countries</p>
		<p><b>Pillar B - Latest scientific &amp; technical knowledge tools and methods synthesized &amp; available to decision makers</b></p> <p>Activity 1.2.1.4 Identify best practices according to science support integrated landscape</p> <p>Activity 1.2.1.5 Create a toolbox of existing methods</p> <p>Activity 1.2.1.6 Identify country projects needs</p> <p>Activity 1.2.1.7 Provide international expertise to develop national level training &amp; capacity development programs</p> <p>Activity 1.2.1.8 Hold regional science-policy forum for scientists and decision-makers</p>
		<p><b>Pillar C - Policy-support that supports scientifically sound &amp; coherent policies related to environment &amp; agriculture planning</b></p> <p>Activity 1.2.1.9 Prepare baseline and biennial integrated and trends in the environment</p> <p>Activity 1.2.1.10 Develop training package &amp; material to support network of nat. partners, to increase capacity to define problems/develop solutions</p> <p>Activity 1.2.1.11 Develop training to support network of national partners, increase capacity to define problems/develop solutions</p> <p>Activity 1.2.1.12 Adapt existing future land-use scenarios for Africa to help stakeholders explore alternatives for agricultural development</p> <p>Activity 1.2.1.13 Analyse impacts of various land use scenarios on ecosystem service in productive landscapes</p> <p>Activity 1.2.1.14 Review tools for the assessment of the values of ecosystem services and contributions of natural capital</p>







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# Annex 1

## **Summary of Pertinent Online Knowledge Exchange Tools in 2019 to be considered for linking into the SPI**

(in alphabetical order)

## Africa Conservation Tillage Network

The African Conservation Tillage Network (ACT) is a fast growing pan-African not-for-profit organization whose membership is voluntary and aims at bringing together stakeholders and players who are dedicated to improving agricultural productivity through sustainable utilization of natural resources of land and water in Africa's farming systems and committed to the principal of mutual collaboration, partnership and sharing of information/knowledge on sustainable natural resources management and drawing on synergies and complementarities.

### Vision

To be a premier network of excellence in promoting sustainable natural resource management for improved livelihoods and wealth creation in Africa and beyond

### Mission Statement

To enhance agricultural productivity, sustainable land management and environmental conservation through promotion of conservation agriculture principles and practices in Africa

### Core Values

The decisions and actions in ACT are consistently based on a set of clear principles outlined here as the Network's core values. These are:

#### 1. Performance and service orientation:

ACT believes that the stakes in improving productivity, sustainable land management and environmental conservation are extremely high and will, therefore, remain focused on quality service delivery, innovativeness and adherent to ethics and standards so as to meet and exceed client's expectation.

#### 2. Partnership, networking and collaboration:

ACT will pursue productive and beneficial partnerships and strategic alliances with clearly defined roles, responsibilities, governance and supportive mechanisms so as to ensure effective collaboration and synergies that have a direct bearing to the Network's mission.

#### 3. Knowledge and information management:

ACT is committed to nurturing a strong culture in the generation, sharing and application of conservation agriculture knowledge and information for promoting

improved productivity, sustainable natural resource management, environmental conservation and adaptation and mitigation to climate change challenges in Africa and beyond.

#### 4. Regionality and environmental concern:

ACT is an African regional network committed to the achievement of economies of scale and scope while ensuring optimal availability of conservation agriculture technologies, products and services while maintaining the quality of environment and responding to the challenges of climate change.

 [www.act-africa.org/index.php?com=1](http://www.act-africa.org/index.php?com=1)



**Conservation agriculture network**

## Action Against Hunger

For almost 40 years, across nearly 50 countries, AAH have led the global fight against hunger. The organization professes to save the lives of children and their families. AAH enable people to provide for themselves, see their children grow up strong, and for whole communities to prosper.

AAH constantly search for more effective solutions, while sharing their knowledge and expertise with the world. The organization push for long-term change. The goal is not to give up until the world is free from hunger.

 [www.actionagainsthunger.org](http://www.actionagainsthunger.org)



**This is a fund-raising website**

## African Forest Landscape Restoration Initiative

AFR100 (the African Forest Landscape Restoration) is a country-led effort to bring 100 million hectares of land in Africa into restoration by 2030. AFR100 contributes to the Bonn Challenge, the African Resilient Landscapes Initiative (ARLI), the African Union Agenda 2063, the Sustainable Development Goals and other targets.

Covers all 12 RFS countries and includes country specific pages with description of the how the programme works in each, Restoration Commitments, Year Committed, Priority Interventions, Alignment with domestic targets and Requested assistance from AFR100.

Includes:

- Technical papers;
- Country reviews;
- Events calendar.

See 2018 publication: Restoring forests and landscapes: The key to a sustainable future <http://afr100.org/content/restoring-forests-and-landscapes-key-sustainable-future>

 <https://afr100.org>



**Technical reports of experiences and lessons learned**



## Access to Global Online Research in Agriculture

### AGORA (Access to Global Online Research in Agriculture) - [http://aims.fao.org/agora\\_r4l](http://aims.fao.org/agora_r4l)

The goal of Research4Life is to reduce the knowledge gap between high-income countries and low- and middle-income countries by providing affordable access to critical scientific research.

AGORA is one of the **five programmes making up Research4Life**. The other four Research4Life programmes are Hinari, OARE, GOALI and ARDI, covering research in health, environment, law, development and innovation.

AGORA was launched in 2003 by the Food and Agriculture Organization (FAO) of the United Nations in partnership with Cornell University and up to 65 of the world's leading science publishers.

AGORA/R4L provides free or low cost access to **peer-reviewed journals** and **e-books** (in agriculture and related biological, environmental, social and other research domains) to more than 3 400 institutions from more than 115 **eligible countries\***. These institutions receive free (or low cost/US \$1 500 per year - for institutions in a Group B; an effective discount of over 99.9%) access to journal and book content via the joint Research4Life platform/access point.



Providing affordable access to critical scientific research

## AGRHYMET Regional Centre

AGRHYMET is a specialized institute of the Permanent Interstate Committee for Drought Control in the Sahel (CILSS) composed of nine member States. It is an interstate public institute with a legal status and financial autonomy. It has an international status, specialized in the science and techniques applied to agricultural development, rural development and natural resource management. The primary objectives of the AGRHYMET Regional Centre are: to contribute to achieving food security and increased agricultural production in the CILSS member States; to improve natural resource management in the Sahelian region; by providing training and information to development stakeholders and partners in agroecology taken as a whole (agroclimatology, hydrology, crop protection...)

Mandate - to “Inform and Train on Sahelian food security, desertification control and water control & management”

Includes reports such as:

- Technical consultation of the REGIONAL SYSTEM FOR THE PREVENTION AND MANAGEMENT OF FOOD CRISES

Includes food security forecasts, also formation about events, training, newsletters and publication – although not all up-to-date.



<http://agrhymet.cilss.int/>

## Alliance for a Green Revolution in Africa

In 2006, The Rockefeller Foundation and the Bill and Melinda Gates Foundation partnered to launch the Alliance for a Green Revolution in Africa (AGRA), is based on a shared vision that investing in agriculture is the surest path to reducing poverty and hunger in Africa. AGRA works across the continent to help millions of smallholder farmers boost their farm productivity and incomes. Today, AGRA is catalysing and sustaining an inclusive agricultural transformation in Africa by increasing incomes and improving food security for 30 million farming households in 11 focus countries including Burkina Faso, Ghana, Nigeria, Ethiopia, Kenya, Tanzania, Malawi.

Includes sections on the following:

- Policy – Legal and regulatory reforms that empower Africa's family farmers;
- Markets – Access to market opportunities that justify investments in production;
- Agricultural Enterprises – Support for small - and medium-sized African business that serve the agricultural sector;
- Process and Storage – Crop milling and storage that add value, reduce losses;
- Inputs – Boosting yields via improved seeds, mineral and organic fertilisers;
- Finance – Credit for purchasing farm inputs and funding new businesses.

 <https://agra.org>

## Biodiversity International

The Biodiversity International organization studies how agricultural and tree biodiversity can be better used within working food production systems.

Includes:

- Transformative Agrobiodiversity Innovations - evidence-based solutions to major food and agriculture problems. These solutions are easy to integrate to achieve impact at low cost into large-scale government and development programmes [www.biodiversityinternational.org/innovations/](http://www.biodiversityinternational.org/innovations/)
- Agrobiodiversity – including key publications such as the book Mainstreaming Agrobiodiversity in Sustainable Food Systems [www.biodiversityinternational.org/mainstreaming-agrobiodiversity/?L=0](http://www.biodiversityinternational.org/mainstreaming-agrobiodiversity/?L=0) (be warned – large file)
- Cross-cutting themes Biodiversity International's mission is to deliver scientific evidence, management practices and policy options to use and safeguard agricultural and tree biodiversity to attain sustainable global food and nutrition security. Biodiversity works with partners in low-income countries in different regions where agricultural and tree biodiversity can contribute to improved nutrition, resilience, productivity and climate change adaptation, carrying out our research through three integrated research initiatives:
  - Healthy diets from sustainable food systems
  - Productive and resilient farms, forests and landscapes
  - Effective genetic resources conservation and use
- Productive and resilient farms, forests and landscapes – [www.biodiversityinternational.org/initiatives/farms-forests-landscapes/](http://www.biodiversityinternational.org/initiatives/farms-forests-landscapes/)
- Healthy diets from sustainable food systems – [www.biodiversityinternational.org/initiatives/healthy-diets/](http://www.biodiversityinternational.org/initiatives/healthy-diets/)
- Effective genetic resources conservation and use – [www.biodiversityinternational.org/initiatives/genetic-resources/](http://www.biodiversityinternational.org/initiatives/genetic-resources/)

 [www.biodiversityinternational.org/](http://www.biodiversityinternational.org/)



Guidance on evidence-based solutions to major food and agriculture problems

## Birdlife International

BirdLife International is a global partnership of conservation organisations (NGOs) that strives to conserve birds, their habitats and global biodiversity, working with people towards sustainability in the use of natural resources. BirdLife brings together 121 Partners worldwide – one per country or territory.

WBirdlife is driven by the belief that local people, working for nature in their own places but connected nationally and internationally through our global Partnership, are the key to sustaining all life on this planet. This unique local-to-global approach delivers high impact and long-term conservation for the benefit of nature and people.

BirdLife is widely recognised as the world leader in bird conservation. Rigorous science informed by practical feedback from projects on the ground in important sites and habitats enables us to implement successful conservation programmes for birds and all nature. The actions of BirdLife are providing both practical and sustainable solutions significantly benefiting nature and people.

BirdLife has nine Global Programmes, varying from those which are well-established, to more recently developed ones, each responding to specific conservation issues. In addition to the Global Programmes there are individual regional programmes. These support the Global and Regional Conservation Programmes to help the Partnership focus and collaborate on common priorities. They provide a framework for the planning, implementation, monitoring and evaluating of conservation work in Burkina Faso, Burundi, Nigeria, Ghana, Ethiopia, Kenya, Uganda, Malawi.

### Key potentially useful sections include:

Assessing ecosystem services – TESSA - <https://www.birdlife.org/worldwide/science/assessing-ecosystem-services-tessa>

Forests of Hope - <https://www.birdlife.org/worldwide/programmes/forests-hope>

 <https://www.birdlife.org/africa>



**Focuses on birds**

## C4 EcoSolutions

C4's key fields of work are: Climate, Conservation, Communities and Carbon.

In 2011, world leaders met in Bonn and set the ambitious goal of restoring 150 million hectares of degraded forest land by 2020. Their goal was named the Bonn Challenge. The Aichi Biodiversity Target 15 within the Convention on Biological Diversity (CBD) has a similar goal, namely the restoration of at least 15% of degraded ecosystems globally. Two challenges facing these goals are how to fund this large-scale restoration and how to ensure that it is implemented effectively.

The C4 team specializes in overcoming these challenges and developing funding mechanisms as well as restoration protocols for specific ecosystems.

Over the past decade, C4 has worked on 148 projects across 77 countries across Africa, Asia, Central America, and the Caribbean.

Clients include the United Nations Environment Programme (UNEP), the United Nations Development Programme (UNDP), the International Finance Corporation (IFC), the International Fund for Agricultural Development (IFAD), the Food and Agricultural Organisation of the United Nations (FAO), private firms such as CarbonPlus Capital, and national governments.

C4 has done work in Ghana, Eswatini, Burkina Faso, Burundi, Kenya, Tanzania, Uganda.

The C4 EcoSolutions' team publishes extensively in the scientific, peer-reviewed literature across a wide range of disciplines. These include botany, carbon sequestration, climate change adaptation, conservation biology, ecology, restoration ecology, soil science, and zoology. See - <http://c4es.co.za/publications-2/>

 <http://c4es.co.za/what-we-do>



**Operating at the forefront of the world's climate change and biodiversity challenges**

## Climate Smart Agriculture Youth Network

The Climate Smart Agriculture Youth Network (CSAYN) is a group of volunteers (based in the African continent and also Asia, USA and Europe) - linked across the world via an online platform to share findings and seek advice for their practical projects – that have a strong interest in Climate-Smart Agriculture (CSA) and the environment. The main objective of the CSAYN is to create awareness, sensitize and build the productive capacity of young people and People Living With Disabilities (PLWD) on CSA concepts for adaptation, reducing emissions (mitigation) and increasing food productivity in a sustainable manner.

The Flagship programs of the CSAYN include the following:

- African Youth for Sustainable Development Training
- Agribusiness
- Carbon Management and Climate Finance
- Climate Information Services
- Disaster and Risk Reduction Through Climate Smart Agriculture (CSA)
- Energy-efficient Farming Systems
- ICT for Agriculture
- Climate Smart Agriculture
- Mainstreaming Gender in CSA
- Livestock and Aquaculture
- Zero Hunger Challenge Pledge
- Knowledge Management Assets within country levels RAS

CSAYN have a presence in the following countries:<sup>25</sup> Algeria, Botswana, **Burkina Faso**, **Burundi**, Cameroon, Canada, Congo Brazzaville, DR Congo, Egypt, **Ethiopia**, Gabon, Germany, **Ghana**, Guinea Conakry, Indonesia, Ivory Coast, **Kenya**, Liberia, Madagascar, Malawi, Mali, Mauritius, Morocco, **Niger**, **Nigeria**, Rwanda, **Senegal**, Somalia, South Africa, South Sudan, Sudan, **Tanzania**, The Gambia, Togo, Tunisia, **Uganda**, United States of America, Zambia, Zimbabwe.

 <http://csayn.org/who-we-are/>



**Inclusion of youth and PLWD in CSA**

## Convention on Biological Diversity

The Convention on Biological Diversity (CBD) entered into force on 29 December 1993. It has 3 main objectives:

1. The conservation of biological diversity
2. The sustainable use of the components of biological diversity
3. The fair and equitable sharing of the benefits arising out of the utilization of genetic resources.

The ecosystem approach is the primary framework for action under the Convention. The ecosystem approach is a strategy for the integrated management of land, water and living resources that promotes conservation and sustainable use in an equitable way.

 <https://www.cbd.int/>

## Conservation International

For more than 30 years, Conservation International (CI) has been protecting nature for the benefit of all. CI is building upon years of scientific knowledge, practical experience and technical and financing expertise to form partnerships with governments, businesses and communities. The aim is to develop innovative strategies to better protect ecosystems, and influence policy and investment decisions to implement these strategies on the ground. Also share best practices with decision-makers to increase our impact on a global scale. CI is investing to protect healthy ecosystems and the many benefits they provide that are essential to human well-being — from continual access to food, water and other natural resources to political stability and economic success.

 <https://www.conservation.org/>

<sup>25</sup> RFS countries in bold – only not present in Eswatini

## Consultative Group on International Agricultural Research

CGIAR is a global research partnership for a food secure future dedicated to reducing poverty, enhancing food and nutrition security, and improving natural resources. Climate Change (CC), Agriculture and Food Security (CAFS) is flagship program in this context. The overall goal of CAFS is to catalyse positive change towards climate smart agriculture (CSA), food systems and landscapes. CAFS takes its mandate from the CGIAR vision: “a world free of poverty, hunger and environmental degradation”. Impacts are sought in three dimensions (CGIAR System Level Outcomes):

1. Reducing poverty;
2. Improving food and nutrition security for health;
3. Improving natural resource systems and ecosystem services.

 <https://www.cgiar.org/>

## Donor Committee for Enterprise Development

The Donor Committee for Enterprise Development (DCED) is the global forum for learning, from experience, about the most effective ways for creating economic opportunities for the poor by working with and through the private sector. The DCED's member agencies have developed a substantial body of knowledge and evidence about effective approaches – as summarised on the DCED website.

Private Sector Engagement (PSE) refers to the interest of donors and others to work more strategically and systematically with business. The OECD has proposed a very broad definition of PSE as ‘an activity that aims to engage the private sector for development results, and involves the active participation of the private sector’ (OECD, 2016). In practice, however, and as the DCED's Working Group notes, ‘developing an operational framework ... necessarily implies a need to narrow down the most relevant PSE categories ... and to draw pragmatic boundaries’.

See publication - Engaging with the private sector through multi-stakeholder platforms (Donna Loveridge and Nicholas Wilson, 2017) -



<https://www.enterprise-development.org/wp-content/uploads/DCED-Platforms-Review.pdf>

<https://www.enterprise-development.org/implementing-psd/private-sector-engagement/>



**Creating economic opportunities for the poor via private sector**

## EcoAgricultural Partners

The EcoAgriculture Partners support Landscape Leaders with tools, training, facilitation and connections to manage land and resources holistically so people and nature thrive.

*EcoAg Tools for Implementing Integrated Landscape Management* (Nov 2018 publication providing an overview of EcoAgriculture Tools) · <https://ecoagriculture.org/wp-content/uploads/sites/3/2018/12/EcoAgriculture-Partners-Tools-for-Integrated-Landscape-Management.pdf>

Overview: “Collaborative landscape initiatives have demonstrated enormous potential to mobilize stakeholders across sectors to work together towards shared objectives of landscape regeneration that meets a wide range of human needs, economic goals and ecosystem health. However, leading such partnerships is challenging. Perspectives, values, ways of working differ greatly among partners; in many cases there is a legacy of misunderstanding and distrust among them. Explicit strategies and tools are needed to overcome the resulting tendency for conflict and stalemate.”

“The EcoAgriculture Tools have a number of common features. Most importantly, they are designed to facilitate communication among stakeholders with very different ways of thinking. They encourage partners to learn from, and teach, one another, to provide a ‘safe’ place to have difficult conversations. Secondly, they encourage tool users to seriously consider the many dimensions of landscapes—production, conservation, livelihoods and institutions. They encourage actors to shift from a mental model of ‘trade-offs’ to a mental model of ‘synergies’ among these dimensions. They encourage partners to negotiate their true interests, and not their rote ‘positions’, to find creative solutions. They encourage rigorous thinking, even if not achieving

precision. The tools emphasize methods that enable non-experts and less-educated participants to engage fully, even when inputs to the discussion may need to be developed by specialized experts.”

Tools of particular relevance to the RFS country projects:<sup>26</sup>

- Public-Private-Civic Partnerships for Sustainable Landscapes: a Guide for Conveners
- Designing MSP: Building Partnerships for Landscape Stewardship
- Managing for Resilience
- LIFT: The Landscape Investment and Finance Toolkit
- Public Policy Guidelines for Integrated Landscape Management
- [Most of the tools described can be downloaded from EcoAgriculture’s website, and basic guidance is provided. EcoAgriculture also offers webinars and training courses, and advisory services for more in-depth guidance and adaptation of the tools to particular contexts.]

*Landscape Finance: Investing in Innovation for Sustainable Landscapes* (This self-paced course can be downloaded. Open 12 February 2019 – Closing 23 May 2019) · <https://ecoagriculture.org/publication/landscape-finance-investing-in-innovation-for-sustainable-landscapes/>  
Bridge the gap between finance and landscape! Learn to navigate the web of landscape financial flows, mechanisms and requirements toward developing cutting-edge business cases and models for sustainable development in landscapes.

 <https://ecoagriculture.org/>



**Tools, training, facilitation and connections to manage land and resources holistically**

<sup>26</sup> Responding to requests at Bolgatanga workshop, March 2019

## Economics of Land Degradation

Economics of Land Degradation (ELD) is an initiative on the economic benefits of land and land based ecosystems. The initiative highlights the value of sustainable land management and provides a global approach for analysis of the economics of land degradation. It aims to make economics of land degradation an integral part of policy strategies and decision making by increasing the political and public awareness of the costs and benefits of land and land-based ecosystems. Reportedly “preparing a regional approach in sub-Saharan Africa” and including case studies in all of the FS RFS project countries.



<http://www.eld-initiative.org/>

**Economic analyses to support advocacy for SLM policies etc.**

## Eldis

Eldis shares the best in global development research for policy and practice.

The exchange of knowledge is a key component in achieving more equal and sustainable societies. But, despite huge advances in the internet and digital technologies, and increasing demand for research evidence, access to knowledge remains a problem for many development practitioners, decision-makers and researchers.

Eldis supports free and open access to useful and relevant research on global development challenges.

Example - Norwegian aid to food security, nutrition and agriculture – available from: <https://www.cmi.no/publications/file/6420-norwegian-aid-to-food-security.pdf>



<http://www.eldis.org/>

## Ecosystem Marketplace - A Forest Trends Initiative

Launched as a web-based information platform in 2004, Ecosystem Marketplace publishes newsletters, breaking news, original feature articles and major reports about market-based approaches to conserving ecosystem services.



<http://www.ecosystemmarketplace.com/about-us/>



**Payments for ecosystem services (PES)**

## Famine Early Warning System

FEWS NET, the Famine Early Warning Systems Network, is a leading provider of early warning and analysis on acute food insecurity. Created in 1985 by the US Agency for International Development (USAID) after devastating famines in East and West Africa, FEWS NET provides objective, evidence-based analysis to help government decision-makers and relief agencies plan for and respond to humanitarian crises.

Analysts and specialists in 22 field offices work with US government science agencies, national government ministries, international agencies, and NGOs to produce forward-looking reports on more than 36 of the world's most food-insecure countries. The “NET” in our name represents our vast network of partners, ranging from collaborators in data collection and analysis to consumers of our reporting. Works in Burkina Faso, Burundi, Ethiopia, Kenya, Malawi, Niger, Nigeria, Senegal, Tanzania, Uganda



<http://fews.net/>

## FANRPAN

Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN) for Africa is an autonomous, non-profit, scientific organization operational in Member States of Africa with a mandate to co-ordinate policy research and dialogue and recommend strategies for promoting food, agriculture and natural resources sectors in Africa by:

- Carrying out mutually agreed collaborative research and institutional development activities;
- Publishing and disseminating research results;
- Providing technical support to national and regional programs;
- Providing opportunities for training and professional development;
- Organizing workshops, scientific conferences and seminars;
- Providing access by the Government to database of information on policy making, advocacy and dialogue; and
- Facilitating linkages of co-operating institutions with relating activities carried out by other participants in FANRPAN's policy research and professional development programmes.



<https://www.fanrpan.org/home>



**Policy research and dialogue and recommend strategies for promoting food, agriculture and natural resources sectors**

## FAO AIMS

Learning, Advocating, Training: Push yourself and reach your potential with supportive FAO Capacity Development resources

### Capacity Development portal

(<http://www.fao.org/capacity-development/en/>) includes:

Learning Materials e.g. FAO Learning Module 1 on Capacity Development - Basic Principles - This module provides an introduction to FAO's capacity development framework, basic principles and concepts. (<http://www.fao.org/3/a-i1998e.pdf>)

Learning Courses e.g. "Capacity development facilitation for multi-stakeholder processes" is an experiential classroom course for FAO technical officers, assistant FAO Representatives, project managers and staff to develop skills to support and coordinate multiple stakeholder platforms and fora in the context of capacity development work. (<http://www.fao.org/capacity-development/resources/fao-learning-material/learning-courses/facilitation-of-capacity-development-for-multi-stakeholder-processes/en/>)

E-Learning Centre (<https://elearning.fao.org/#/elc/en/home>) e.g. Demo Lesson - Ensuring women's legal rights to land ownership and/or control ([https://elearning.fao.org/pluginfile.php/511989/mod\\_resource/content/3/SDG5a1/story\\_html5.html?embed=1](https://elearning.fao.org/pluginfile.php/511989/mod_resource/content/3/SDG5a1/story_html5.html?embed=1))



<http://aims.fao.org/fr/activity/blog/learning-advocating-training-push-yourself-and-reach-your-potential-supportive-fao-0>



**Training in capacity building, advocacy, multi-stakeholder processes, gender and land tenure**

## FAO Climate Smart Agriculture Sourcebook

The Climate Smart Agriculture Sourcebook draws together a wide range of knowledge and expertise on the concept of Climate-Smart Agriculture (CSA) to better guide policy makers, programme managers, sectoral experts, academics, extensionists, as well as practitioners to make the agricultural sectors (crops, livestock, fisheries and forestry) more sustainable and productive, while responding to the challenges of climate change and food security.

First published in 2013, the CSA Sourcebook has undergone a complete revision for the launch of this new digital platform as the Second Edition, 2017 - where any section or module can be updated to reflect new scientific insights, case studies or policy developments and links are provided to relevant external resources. + About the Sourcebook.

The site is divided into 3 sections:

- Concept: What is CSA;
- Production & resources: CSA in practice;
- Enabling frameworks: How to implement.

The Enabling framework section is particularly relevant to the SPI as it “describes the enabling environment required to allow the many inter-related CSA actors to make sound decisions for CSA implementation at scale. A set of modules provide guidance on conducive policies, investment, capacity development and knowledge provision. The role of gender, decent employment and social protection in CSA and synergies between CSA and Disaster Risk Reduction are discussed. The section also provides an overview of tools and ‘how to’ guidance on climate impacts assessments and CSA options appraisal, monitoring and evaluation, and step-wise evidence based CSA planning at country level.”

Examples which fulfil some of the many requests from the country project teams include:

- C1 Enhancing capacities for a country-owned transition towards CSA
- C3 Enabling policy environment for CSA
- C4 Financing Climate-Smart Agriculture
- C6 The role of gender in Climate-Smart Agriculture
- C10 The theory of change for CSA: a guide to evidence-based national implementation

The SPI dashboard should point the country teams to these.

 <http://www.fao.org/climate-smart-agriculture-sourcebook/en/>



All aspects of CSA particularly developing an enabling framework / mainstreaming

## FAO Family Farming Knowledge Platform

### Background

The Family Farming Knowledge Platform gathers digitized quality information on family farming from all over the world; including national laws and regulations, public policies, best practices, relevant data and statistics, researches, articles and publications.

It provides a single access point for international, regional and national information related to family farming issues; integrating and systematizing existing information to better inform and provide knowledge-based assistance to policy-makers, family farmers' organizations, development experts, as well as to stakeholders in the field and at the grassroots level.

### Who are the Family Farming Knowledge Platform Contributors?

Hosted by FAO, the Platform benefits from the active collaboration of its contributors including Governments, United Nations Agencies, Farmers' Organizations, Research centres and Academia with the common goal of identifying opportunities and gaps to promote a shift towards more equal and balanced development.

### How to collaborate with the Platform?

The Platform welcomes contributions of all interested entities (such as Research Organizations, Universities, Non-Governmental Organizations, Development Agencies and Farmers' Organizations) willing to participate in the project by sending factual, notable, verifiable (with cited sources) and neutrally presented content.

### Who are the intended users?

The Platform is intended for a wide range of users, from Government Officers to Farmers' Organizations, from Academia to Civil Society and Non-Governmental Organizations, all of which need access to qualified knowledge on family farming and related topics.

### What are the potential benefits of using the Platform?

Using the Platform as a worldwide knowledge reference on family farming can assist policy makers and other stakeholders by facilitating policy discussion, policy design and decision making on family farming. Easy online access to programmes, legislation, updated statistics, publications, lessons learned, and initiatives fosters knowledge and information dissemination for concrete actions and policy making in support of family farming.

 <http://www.fao.org/family-farming/home/en/>



Support for all aspects of sustainable family farming

## FAO – Multi-sectoral Platforms for Planning and Implementation – How they might better serve forest and farm producers

### Extract of Executive Summary

Multi-sectoral platforms are processes which often become institutionalized bodies drawing together multiple stakeholder representatives from different sectors to make decisions. They are convened to harness the benefits of collaboration in tackling planning problems that span more than one sectoral jurisdiction and therefore require a co-ordinated response in policy formulation and implementation. Examples include platforms to address planning issues around climate change, food security, biodiversity conservation, timber legality and so on – many of which have nested processes from international level right down to local level.

The improved participation, transparency and accountability they embody is seen as best practice in governance of forest and farm landscapes. They are often therefore invoked in the design or reform of policy processes that span multiple sectors. In addition, they are particularly useful when problems spill into more heated conflict, when power imbalances require redress, when broader consensus or innovation are needed and when there are significant collaborative efficiencies to be had in tackling problems of a substantial nature.

Catalysing such platforms is challenging. There are challenges to do with the multiplicity of platforms with which forest and farm producer might engage. Which one to choose? There are challenges to do with the restricted time and financial resources to participate. How best to engage? There are challenges to do with differences of perception as to what might be worth discussing within them, What to focus on? Additional operational challenges also need to be addressed – how to maintain the trust to see them operate productively? How to overcome differing expectations about what might be a desirable outcome? How to agree and abide by processes of decision-making?

Prior experience (from the literature and in practice) suggests that all the following needs careful consideration in order to maximise the beneficial outcomes of such platforms: questions of leadership; collaborative issues

to do with relationships, structures and processes; and issues of facilitation. A number of specific pointers are laid out in the text about the delicate skill of making progress in such multi-sectoral settings. Naturally, the quality of representation of forest and farm producer organisations is one key element in framing discussions in such platforms so that the outcomes meet their needs. To be effective such platforms need to be both multi-sectoral and multi-stakeholder in nature.

From experiences so far, it is clear that Forest Farm Facility (FFF) can learn from some of the emerging lessons herein presented. National FFF learning facilitators can help platform convenors to sharpen the goals that draw multi-stakeholder representatives together. There is scope to improve the clarity and processes through which leadership and facilitation drive collaborative inertia. Strengthening the organisational power and representation at these platforms is an ever-present priority that FFF is set up directly to address. But the FFF can also play a role in fuelling the discussions within these platforms with carefully assembled evidence on the issues at hand. Through its financial support FFF can also firm up commitments made by participants in these platforms and help to hold participants accountable to them through careful minuting and follow-up. Finally the FFF can play a role in documenting the process through which collaborative decisions were made, the impacts of those decisions on forest and farm producers and the forest itself. By so doing FFF's support to multi-functional platforms can play an influential role in better serving the needs of forest and farm producer groups.

(None of 6 example countries in RFS – but principles apply.)

[www <http://www.fao.org/3/a-i4168e.pdf>](http://www.fao.org/3/a-i4168e.pdf)



**Supporting multi-sectoral platforms**

## FAO free e-learning courses

FAO has several free e-learning courses. Twenty-one course themes below:

1. Sustainable Development Goal indicators
2. Food and Nutrition Security Analysis and Policies
3. Monitoring, Evaluation and Impact Assessment
4. Communication and Capacity Development
5. Agricultural Risk Management and Resilience
6. Gender and Social Analysis
7. Child Labour and Youth
8. Climate Change (CC), Adaptation and Mitigation
9. Responsible Governance of Tenure
10. Food Safety
11. Right to Food
12. Agricultural Statistics
13. Trade, Markets and Investments
14. Crop Improvement
15. Animal Production and Health
16. Nutrition and Food Systems
17. Information Management and Knowledge Sharing
18. Rural employment, decent work and migration
19. Geospatial Data for Land Monitoring
20. Humanitarian Coordination
21. Responsible Investment in Agriculture and Food Systems

 available from: <https://elearning.fao.org>



Various

## FAO Kagera

The book produced of the lessons learned on the GEF Kagera Transboundary Agro-ecosystem Management Project (TAMP) entitled:

“Sustainable Land Management (SLM) in practice in the Kagera Basin - Lessons learned for scaling up at landscape level. Results of the Kagera Transboundary Agro-ecosystem Management Project (Kagera TAMP)” provides some key lessons for the overall RFS. Available from: <http://www.fao.org/3/a-i6085e.pdf>

### FAO LADA

<http://www.fao.org/land-water/land/land-governance/land-resources-planning-toolbox/category/details/en/c/1036360/>

### FAO Land governance and planning

<http://www.fao.org/land-water/land/land-governance/en/>

Includes land policy; land resources planning; land resources planning toolbox)

### FAO Land degradation neutrality (LDN)

- Restoring degraded lands - <http://www.fao.org/land-water/land/ldn/en/>

## FAO Land Tenure

Tenure is crucial to the livelihoods of billions of people. For many, their food security is linked to their tenure security. People with weak, insecure tenure rights risk losing their means to support themselves if they lose their access to natural resources. Women often have weaker tenure rights where there is discrimination in laws and customs. Tenure systems define who can use which natural resources, for how long and under what conditions. Many tenure problems are caused by weak governance and attempts to address them are affected by the quality of governance.

FAO 2012 Guidelines (see below) present a shared vision of improving tenure for the benefit of all, with an emphasis on vulnerable and marginalized people. Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security <http://www.fao.org/publications/card/en/c/l2801E/>

### Abstract:

The guidelines are the first comprehensive, global instrument on tenure and its administration to be prepared through intergovernmental negotiations. The guidelines set out principles and internationally accepted standards of responsible practices for the use and control of land, fisheries and forests. They provide guidance for improving the policy, legal and organizational frameworks that regulate tenure rights; for enhancing the transparency and administration of tenure systems; and for strengthening the capacities and operations of public bodies, private sector enterprises, civil society organizations and people concerned with tenure and its governance. The guidelines place the governance of tenure within the context of national food security, and are intended to contribute to the progressive realization of the right to adequate food, poverty eradication, environmental protection and sustainable social and economic development.

 <http://www.fao.org/tenure/en/>



**Responsible practices for natural resource tenure**

## FAO sustainable land management (SLM)

French Agricultural Research Centre for International Development - <https://www.cirad.fr/>

Its work centres on several main topics: food security, climate change, natural resource management, reduction of inequalities and poverty alleviation.

- In East Africa, CIRAD and its partners are working to support public policy, design tools and methods for managing agrosystems and the environment sustainably, and boost agricultural product quality and animal health, in relation with human health.
- In the dry zone of West Africa, CIRAD's commitments as regards national and regional agricultural research and development organizations, higher education, and farmers' organizations and the private sector, are primarily geared towards guaranteeing food security for local people, through the intensification of agricultural production systems and sustainable, diversified agricultural development that respects environmental resources, which are often highly degraded in arid zones.
- West Africa - Forest and Humid Savanna - West African countries are particularly badly affected by the impact of climate change and population growth. CIRAD and its partners are thus devoting a large part of their research operations to ensuring the food and energy
- security of local populations, while respecting the environment.
- In southern Africa, CIRAD is working with the main institutions on research into governance systems and regional and local policy as regards emerging animal and plant diseases. In Madagascar, production systems (rice growing, livestock) are being developed in
- highland areas. Throughout southern Africa and Madagascar, interactions between the natural environment and the agricultural environment pose numerous questions that are being addressed in a multi-disciplinary fashion by teams from CIRAD and its partners. They
- relate to biodiversity management, the compatibility of conservation and production, food safety, and land tenure and migration issues.

 <http://www.fao.org/land-water/land/sustainable-land-management/en/>

## GEF open online course on gender and environment

The Global Environment Facility (GEF), the United Nations Development Programme (UNDP) and the GEF Small Grants Programme (SGP) launched the first Open Online Course on Gender and Environment at the sixth GEF Assembly taking place in Danang, Viet Nam on 25 June 2018. The online course is the result of an initiative led by the GEF and SGP, in collaboration with the GEF Gender Partnership and the United Nations Institute for Training and Research (UNITAR).

The e-course is a concerted effort with valuable contributions from the International Union for Conservation of Nature (IUCN), UN Women, UNDP, United Nations Environment Programme (UNEP) and the Secretariats of the Multilateral Environmental Agreements that the GEF serves including the Convention on Biological Diversity (CBD), the United Nations Framework Convention on Climate Change, the United Nations Convention to Combat Desertification and the Basel, Rotterdam and Stockholm Conventions, among others.

“The Gender and Environment e-course is the first of its kind and it will be a valuable resource for the environmental community in its efforts to be more gender responsive. My hope is that this course will not only help raise awareness and build capacity to implement GEF’s new policy on Gender Equality but also help catalyze actions that have the potential to materialize greater environmental impact through gender-responsive approaches and result,” said Françoise Clottes, GEF Director of Strategy and Operations.

By providing examples and data, the e-course demonstrates the linkages between gender equality and environmental sustainability, and shows how gender-responsive policies and projects support environmental outcomes. The e-course is structured around six modules - an introductory module and five modules

on gender dimensions linked to biodiversity, climate change, land degradation, international waters, and chemicals and waste.

“UNDP recognizes the transformative potential of gender equality to advance environmental sustainability. The course is an exciting opportunity to broaden understanding of the important links between gender and environment and offers practical tools, evidence and examples to mainstream gender in key environmental sectors,” said Adriana Dinu, Executive Coordinator, UNDP Global Environmental Finance.

Its interactive format and user-friendly interface make this new learning tool ideal for people working on environmental issues that would like to improve their understanding of the relation between gender and environment and their ability to address gender in key environmental sectors. By the end of the course, participants will gain the knowledge and tools necessary to mainstream gender in environmental projects and programs.

“SGP is delighted to have led and facilitated the development of this useful course with all the partners. We are also excited to feature concrete SGP project examples where local communities have implemented innovative gender responsive projects and produced multiple benefits on both environment and livelihoods,” said Yoko Watanabe, Global Manager, GEF Small Grants Programme.

The e-course is open to the public without charge and is intended to be self-paced.



<https://www.thegef.org/news/open-online-course-gender-and-environment>



**E-course on gender and the environment**

## German Development Institute

Agriculture can play a key role in many countries for accelerating overall economic growth and job creation – particularly in sub-Saharan Africa.

But agricultural development would need to respect environmental challenges. Furthermore, for the poorest people social protection schemes are an essential part of food security, especially in conflict regions. For other household's social protection can be a social safety net that enables them to invest and preserve productive capital during periods of crises, thereby increasing resilience.

In a large research and consulting project, funded by the Federal Ministry for Economic Cooperation and Development (BMZ), the German Development Institute / Deutsches Institut für Entwicklungspolitik (DIE) analyzes how development cooperation can become more effective and contribute to increased food security in rural areas of sub-Saharan Africa (SSA), specifically focusing on following questions:

- How to achieve food security until 2030?
- How can agricultural production be increased sustainably?
- How can the impact of climate change or other stressors be mitigated?
- What are the future perspectives for smallholders and large-scale agro-investments, which interdependencies exist?
- Do we need a structural transformation in rural areas?
- Which mix of social, economic and technical policies is needed to reach different household and farm types in rural areas in order to support their different needs and potentials in an optimal way?
- How can the design and implementation of social protection schemes be improved to achieve both relief and longer-term objectives?



<https://www.die-gdi.de/>

## Global Green Growth Institute

Through its Sustainable Landscapes Strategy, the Global Green Growth Institute (GGGI) supports partner countries pursue economic growth while protecting, restoring, and using productive landscapes in ways that are inclusive and sustainable. GGGI identifies financial and policy solutions and shape investment deals which are holistic, cross-sectoral and multidisciplinary.

Taking a landscape approach, GGGI targets key barriers and bring a diverse range of stakeholders on board. The landscape approach moves away from project and sector specific interventions to a more holistic and integrated way of pursuing economic growth. GGGI aims to shape well-designed business models and projects that delivers three returns on investment: financial, natural capital and social returns. In collaboration with partner governments, private sector, and a range of other partners, GGGI develops risk reduction and return enhancing instruments to attract more private capital to sustainably produced natural resource based sectors. Partner governments play a key role in creating an enabling framework through the provision of suitable regulatory support.



<http://gggi.org>

## Great Green Wall of the Sahara and Sahel Initiative

The Great Green Wall of the Sahara and Sahel Initiative (GGWSSI) is a symbol of hope in the face of one of the biggest challenges of our time – desertification. Launched in 2007 by the African Union (AU), this game-changing African-led initiative aims to restore Africa's degraded landscapes and transform millions of lives in one of the world's poorest regions, the Sahel. Once complete, the Wall will be the largest living structure on the planet – an 8 000 km natural wonder of the world stretching across the entire width of the continent.

The Great Green Wall is now being implemented in more than 20 countries across Africa and more than eight billion dollars have been mobilized and pledged for its support. The initiative brings together African countries and international partners, under the leadership of the African Union Commission and Pan-African Agency of the Great Green Wall.

GGWI website has enormous amount of information, notable for the RFS are:

- Knowledge Hub - <https://knowledge.unccd.int/>
- Land for Life - <https://www.unccd.int/actions/land-life>
- And many relevant publications / reports of lessons learned.

 <https://www.unccd.int/actions/great-green-wall-initiative>

## Groupe de Recherche et d'Echanges Technologiques (France)

Founded in 1976, GRET is an international development NGO, governed by French law, which acts from work on the ground all the way up influencing policy, with the aim of providing durable and innovative answers to the challenges of poverty and inequalities. Its professionals provide lasting, innovative solutions for fair development in the field and work to positively influence policy. GRET's 739 professionals work on 191 projects per year in 25 countries. Its Natural Resources management program covers three lines of work:

- Testing, developing and promoting natural resource (agro-forestry, forest, agricultural water) and renewable energy systems that are sustainable, economically lasting, suited to the needs and constraints of local populations, and that help preserve biodiversity and fight climate change;
- Setting up good governance of natural resources and energy through management and co-management, delegation and regulation modalities and mechanisms within institutional frameworks under construction;
- Sharing information through training and capacity building, pooling good practices, running exchange and reflection networks.

GRET works in Burkina Faso, Niger, Burundi, Ethiopia, and Tanzania.

 <https://www.gret.org/>

## Indepth Research Services

Indepth Research Services (IRES) is a global institutional capacity building, technical and management consultancy firm with its head office in Nairobi, Kenya.

IRES offers technical and management consultancy services as well as education and training services designed for individuals' and groups from organizations working in public, not for profit and private sectors.

 <https://www.indepthresearch.org/course/schedule/specialized-courses/food-security-and-livelihoods>

## International Center for Tropical Agriculture

CIAT as a part of CGIAR system develops crops, agricultural practices, interventions, and policies to maximize health and nutrition benefits with focus on:

- Breeding better crops;
- Crop conservation and use;
- Value chains for nutrition.

CIAT also helps communities, regions, and countries strengthen resilience and adaptive capacity to the impacts of climate change and extreme events.

- Climate-smart agriculture
- Land use and restoration
- Ecosystem Action



<https://ciat.cgiar.org/>

## International Fund for Agricultural Development

IFAD is an international financial institution and specialized United Nations agency based in Rome, the UN's food and agriculture hub. Since 1978, IFAD has provided US\$18.5 billion in grants and low-interest loans to projects that have reached about 464 million people. The International Fund for Agricultural Development (IFAD) invest in rural people, empowering them to increase their food security, improve the nutrition of their families and increase their incomes. IFAD help them build resilience, expand their businesses and take charge of their own development.

Site includes links to extensive range of publications (inter alia research, lessons, fact sheets, brochures) - <https://www.ifad.org/en/web/knowledge/publications>



<https://www.ifad.org/>

## International Food Policy Research Institute (Africa Region)

IFPRI, as part of CGIAR system, has had a long history of engagement in Africa, and today it invests about 50 percent of its programmatic budget in work on the continent. To better meet research needs and achieve greater impact on the ground, IFPRI launched country project offices, as well as the Eastern and Southern Africa Office (ESAO) and the West and Central Africa Office (WCAO).

Eastern and Southern Africa Office (ESAO), headquartered in Addis Ababa, Ethiopia, helps to strengthen IFPRI's position as a major contributor to food policy research, capacity strengthening, and policy dialogue within the region. The office supports the implementation of the Comprehensive Africa Agriculture Development Programme (CAADP) and actively works with the African Union Commission; regional bodies such as the Common Market for Eastern and Southern Africa (COMESA) and the Southern African Development Community; and individual countries to provide evidence-based solutions to shape agricultural policies, investments, and programs.

West and Central Africa Office (WCAO), headquartered in Dakar, Senegal, helps to strengthen IFPRI's position as a major contributor to food policy research, capacity strengthening and policy dialogue within West and Central Africa. The Office supports countries with the implementation of the CAADP and actively works with the African Union Commission, regional bodies such as the Economic Community of West African States (ECOWAS) and the Economic Community of Central African States (ECCAS), and individual countries to provide evidence-based agricultural policy solutions.



<https://www.ifpri.org/>

## International Institute for Environment and Development

International Institute for Environment and Development (IIED) is a policy and action research organisation. IIED promote sustainable development to improve livelihoods and protect the environments on which these livelihoods are built. IIED specialise in linking local priorities to global challenges. IIED is based in London and works in Africa, Asia, Latin America, the Middle East and the Pacific, with some of the world's most vulnerable people.

IIED's website includes links to a wide range of technical publications and blogs on diverse subjects including:

- Biodiversity
- Climate change
- Drylands and pastoralism
- Energy
- Food and agriculture
- Forests
- Gender
- Governance
- Green economy
- Land acquisitions and rights
- Monitoring, evaluation and learning
- Natural resource management
- Policy and planning
- Poverty
- Sustainable markets
- Water

 <https://www.iied.org/>



**Vast range of technical resources and reports of lessons learned**

## International Livestock Research Institute

The International Livestock Research Institute (ILRI) works to improve food security and reduce poverty in developing countries through research for better and more sustainable use of livestock. ILRI is a CGIAR research centre – part of a global research partnership for a food-secure future.

Working in West, East and Southern Africa, the IIED website provides links to information about on-going projects, lessons learned, technical publications etc. For example: The Accelerated Value Chain Development program national conference report, 26–27 April 2018: Developing value chains to farming as business with technology and innovations in Kenya available from: <https://www.ilri.org/publications/accelerated-value-chain-development-program-national-conference-report-26%E2%80%9327-april-2018>

 <https://www.ilri.org/>



**Repository of recent technical publications and lessons learned**

## Intergovernmental Platform on Biodiversity and Ecosystem Services

The Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) is an independent intergovernmental body, established by member States in 2012. It provides policymakers with objective scientific assessments about the state of knowledge regarding the planet's biodiversity, ecosystems and the benefits they provide to people, as well as the tools and methods to protect and sustainably use these vital natural assets.

The mission of IPBES is to strengthen knowledge foundations for better policy through science, for the conservation and sustainable use of biodiversity, long-term human well-being and sustainable development. To some extent IPBES does for biodiversity what the IPCC does for climate change.

The IPBES website includes useful links to:

- Assessments
- Policy support
- Capacity building
- Indigenous and local knowledge
- Knowledge and data
- Communications and stakeholder engagement

E-learning includes:

Module 1 - The IPBES conceptual framework

This e-learning module aims to support assessment practitioners at sub-national to global scales in designing, implementing or understanding assessments of biodiversity, ecosystems and their contributions. This module consists of three lessons.

Module 2 - The IPBES assessment process

This e-learning module aims to support assessment practitioners at sub-national to global scales to understand the IPBES assessment process and the different steps it is composed of. This module consists of four lessons.

 <https://www.ipbes.net>



**Useful source of technical materials and learning resources on biodiversity and ecosystem services**

## International Union for Conservation of Nature

IUCN's mission is to Influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable.

IUCN has been working in:

- Eastern and Southern Africa for several decades and officially opened its offices in the region in the 1980s, pioneering a number of conservation initiatives. The IUCN East and Southern Africa Regional Office (ESARO) works across 22 countries in the Horn of Africa, East Africa, Southern Africa and the Western Indian Ocean.
- West and Central Africa - The West and Central Africa region, from the Gulf of Guinea to the southern limit of the Sahara to Gabon, comprises 23 countries. This region crosses a climatic gradient characterized by annual average precipitation ranging from 250 mm to 3,000 mm, which gives it a climatic peculiarity and a great diversity of ecosystems (terrestrial and maritime) containing a unique floristic and faunal diversity.

 <https://www.iucn.org/>

## International Water Management Institute

The International Water Management Institute (IWMI) work helps release the potential of improved water and land management for addressing key development challenges within the framework of the United Nations Sustainable Development Goals (SDGs).

At the national level, researchers work with government ministries and agricultural research institutes as well as with a wide array of development partners, including private enterprises. In addition to conducting research with them, IWMI provide capacity building and training on diverse topics, while also supporting masters and doctoral students. Central to the success of national and local water initiatives is knowing where and how to intervene for maximum shared benefits.

Supplying answers to these questions is what IWMI does best. IWMI also helps attain the objectives of the Comprehensive Africa Agriculture Development Program (CAADP), collaborates with the Secretariat of the African Ministers Council on Water (AMCOW) and supports various regional initiatives as well.

These include the agricultural policy of the Economic Community of West African States (ECOWAS), the Agriculture and Rural Development Strategy and Food Security Action Plan of the East African Community, and the Regional Indicative Strategic Development Plan (RISDP) of the Southern African Development Community (SADC).

Website includes links to key tools and publications including:

- Water Accounting tool - <https://www.iwmi.cgiar.org/2018/08/water-accounting/>
- Assigning value to nature's bounty - Toward more inclusive water management in Kenya's Tana River Basin. Full 2019 paper available from: <https://www.iwmi.cgiar.org/2019/04/assigning-value-to-natures-bounty/>

 <https://www.iwmi.cgiar.org>

## Learning for Nature

Learning for Nature is a premier e-learning programme brought to you by the United Nations Development Programme (UNDP). This programme connects biodiversity policymakers, change-makers, and on-the-ground subject matter experts to facilitate: 1) the delivery of the Convention on Biological Diversity's Aichi Biodiversity Targets, and 2) the achievement of the United Nations' Sustainable Development Goals.

 <https://learningfornature.org/about/>



**E-learning for BD policy makers and others**

## Millennium Ecosystem Assessment

The Millennium Ecosystem Assessment (MA) was called for by the United Nations Secretary-General Kofi Annan in 2000. Initiated in 2001, the objective of the MA was to assess the consequences of ecosystem change for human well-being and the scientific basis for action needed to enhance the conservation and sustainable use of those systems and their contribution to human well-being. The MA has involved the work of more than 1 360 experts worldwide. Their findings, contained in five technical volumes and six synthesis reports, provide a state-of-the-art scientific appraisal of the condition and trends in the world's ecosystems and the services they provide such as clean water, food, forest products, flood control, and natural resources and the options to restore, conserve or enhance the sustainable use of ecosystems.

 <https://www.millenniumassessment.org/>

## Multi-Stakeholder Engagement Processes

A UNDP Capacity Development Resource<sup>27</sup>

“Multi-Stakeholder Engagement Processes (MSEPs) are (structured) processes that are used to ensure participation on a specific issue and are based on a set of principles, sometimes inspired by the rights-based approach to development. They aim to ensure participatory equity, accountability and transparency, and to develop partnerships and networks amongst different stakeholders.

MSEPs can create the conditions for confidence building and trust between different actors and serve as a mechanism for providing mutually acceptable solutions and win-win situations. The inclusive and participatory nature of the processes promotes a greater sense of ownership over its outcomes, and consequently, strengthens its sustainability. MSEPs also stimulate transparent and inclusive decision making, strengthened stakeholder networks, accountability, and a sense of empowerment, thereby contributing to improved governance.”

Also see GEF / FAO Kagera project website - <http://www.fao.org/in-action/kagera/news-archive/news-detail/en/c/277167/> and <http://www.fao.org/in-action/kagera/project-overview/en/>



<http://www.undp.org/content/dam/aplaws/publication/en/publications/capacity-development/drivers-of-change/accountability/multi-stakeholder-engagement-processes/Engagement-Processes-cp7.pdf>

## Observatoire du Sahel et Sahara

Observatoire du Sahara et du Sahel / Sahara and Sahel Observatory (OSS) is an international, intergovernmental organization with an African vocation based in Tunisia. OSS initiates & facilitates partnerships around common challenges related to shared water resources management, implementation of international agreements on desertification, biodiversity and climate change in the Sahara and Sahel region.

Portal to combat desertification - <http://projet.oss-online.org/LCD/> is a forum for the exchange of good sustainable land management practices in the Sahelo-Saharan zone. This portal brings together good practices published by the various institutions working on the issues of the fight against land degradation.



<http://www.oss-online.org/fr> or <http://www.oss-online.org/en>



**Examples of good practices in SLM in drylands**

## Practical Action

Practical Action uses technology to challenge poverty in developing countries Transforming lives, inspiring change.

Technology underpins all aspects of our lives, enabling us to live well, with less effort, and fewer resources. While cutting-edge science and innovation is benefitting billions of people, a billion more are left behind. In the developing world, the lack of technology is stark.

WPractical Action wants to change this.

OIts vision is for a world where all people have access to the technologies that enable them to meet their basic needs and reach their potential, in a way that safeguards the planet today, and for future generations. Website includes Practical Answers - <https://answers.practicalaction.org/> where huge range of downloadable appropriate (low cost) technical info / solutions, organised by sector including: agriculture; food processing; crop processing; environment and CC; NRM.

See for example Food Processing - <https://answers.practicalaction.org/our-resources/community/food-processing-1-2>

 <https://practicalaction.org/home>



**Guidance on how to build appropriate technical solutions to huge range of problems**

## Pro poor Rewards for Environmental Services in Africa (PRESA)

PRESA – Pro poor Rewards for Environmental Services in Africa – aims at improving the livelihoods of smallholders living in the highlands of Eastern and Western Africa by enhancing fair and effective environmental service rewards. PRESA is run by World Agroforestry (ICRAF).

PRESA activities are designed in the form of action research and practical experience to directly influence and engage key stakeholders in active learning on payments or rewards for environmental services. This approach is aimed at catalysing policy support and private sector participation in environmental service agreements.



<http://presa.worldagroforestry.org>

(may no longer be operating as all web info dated form pre 2016)



**Enhancing fair and effective environmental service rewards**

## Regreening Africa (ICRAF project - Reversing Land Degradation in Africa by Scaling Up Evergreen Agriculture)

Project including Ethiopia, Kenya, Rwanda and Somalia in East Africa; Ghana, Mali, Niger and Senegal in West Africa. The World Agroforestry (ICRAF) is providing the scientific support that will help to accelerate the role of trees in reversing land degradation and broader sustainable land management; tree-based value chains; stakeholder engagement; land health surveillance; monitoring, evaluation and learning; gender and inclusion; and communications.



<http://blog.worldagroforestry.org/index.php/2018/06/20/reversing-land-degradation-by-scaling-up-evergreen-agriculture-in-africa-regreening-africa/>

## Rockefeller Foundation

The Rockefeller Foundation believes the fight against hunger, especially when anchored in science and markets, can be won. Food security is critical for both human welfare and economic growth in Africa. By supporting new scientific advances in human nutrition and food production, and carrying forward commitment to a Green Revolution in Africa, The Rockefeller Foundation is committed to reaching hundreds of millions of people with nourishing food while improving the sustainability of the global food system.

### See particularly the webpages:

Food – Advancing a more nourishing and sustainable food system - <https://www.rockefellerfoundation.org/our-work/topics/food>

Today the global food system produces one-and-a-half times enough food to feed our entire population—yet 815 million people don't know where their next meal will come from. Nearly 2 billion people suffer from some form of malnutrition, and diet quality is now the number-one contributing factor to deaths and disabilities worldwide according to the World Health Organization. At the same time, agriculture and livestock production are key drivers of global warming and environmental degradation, with meat production accounting for nearly 15 percent of all greenhouse gas emissions – more than the entire transportation sector.

At The Rockefeller Foundation, the question we are now asking is: how can we sustainably nourish the world with dignity and equity, without breaking the back of our planet?

Our work on food is currently implemented through YieldWise Food Loss, launched in 2016, which aims at halving food loss and waste, YieldWise Food Waste, focused on food waste in the U.S., and through the Alliance for Green Revolution (AGRA), launched in 2006, which is focused on doubling yield and incomes for African farmers.

As we look around the horizon, we will work to reshape the global protein economy. Focusing on both human health and the environment, we have to fundamentally rethink the way the world provides protein to a growing and ever wealthier global population to ensure nutritious food is more accessible, available and affordable to everyone around the world.

### See for example paper:

Food and Prosperity: Balancing Technology and Community in Agriculture – available from: <https://www.rockefellerfoundation.org/report/food-and-prosperity-balancing-technology-and-community-in-agriculture/>

 <https://www.rockefellerfoundation.org/>

## Sustainable Land Management and Restoration: An SDG Accelerator

This UNDP site identifies that land degradation is a barrier to sustainable development. It is a serious problem that is destabilizing communities on a global scale, with 40% of the world's degraded land occurring in areas with the highest incidence of poverty. Adoption of sustainable land management (SLM) policies and practices helps promote sustainable development in a number of ways, contributing to Sustainable Development Goal (SDG) 15: Life on Land as well as other related goals, including SDG 1: No Poverty, SDG 2: Zero Hunger, SDG 6: Clean Water and Sanitation, and SDG 13: Climate Action. As such, UNDP considers SLM to be an “SDG Accelerator” which provides options to simultaneously meet these goals in a cost effective and ecologically sound manner.

 [https://www.undp.org/content/undp/en/home/ourwork/global-policy-centres/sustainable\\_landmanagement](https://www.undp.org/content/undp/en/home/ourwork/global-policy-centres/sustainable_landmanagement)



Support for adopting SLMs

## TerrAfrica - Regional Sustainable Land & Water Management Programme

TerrAfrica is a AUDA-NEPAD-led partnership present in 30 countries on the African continent that supports innovative solutions to sustain landscapes, address land and water degradation and adapt to a changing climate.

### The TerrAfrica website includes:

SLWM Platform - An open knowledge platform that engages the global community in conversations that drive local action – see <http://terrafrica.org/knowledge-management/knowledge-base/>

This activity line provides a platform for TerrAfrica partners to identify, generate, and disseminate targeted knowledge that supports decision-making, informs policymaking, advances mainstreaming (in particular in PRSPs, donor strategies and sector plans), helps secure domestic financing, and supports the harmonization of monitoring and evaluation activities by governments, donors, and civil society organizations. Knowledge is channelled to support investments on the ground undertaken by governments, donors and civil society under Activity Line 3

Also access to free downloadable resources and publications – see <http://terrafrica.org/resources-2/>

 <http://terrafrica.org/>

## The Economics of Ecosystems and Biodiversity

The Economics of Ecosystems and Biodiversity (TEEB) presents the foundations of valuation of ecosystem services, dynamic interactions of people and ecosystems and their impacts on local communities, sub-national and national policy and international agreements. Contributing authors to the TEEB series and other faculty and experts from around the world teamed up to teach a graduate-level course at Yale in 2011.

TEEB@YALE lectures are available in full. Issues covered include challenges in valuing biodiversity and ecosystem services, particularly in developing countries, some core frameworks & methodologies for such valuation, local and national policy solutions, and business responses. The course uses case studies from leading experts to explore the impacts on biodiversity of fiscal & economic policies and market mechanisms, including subsidies, property rights regimes, PES schemes, REDD+, and industry environmental strategies. The course reading list, syllabus, and other teaching materials will be available for educators who wish to incorporate elements of TEEB@YALE as of January 2012.

Including:

- Ecological and Economic Foundations Lectures
- For Policymakers Lectures
- For Local and Regional Policy Lectures
- For Business Lectures
- For Citizens Lectures

 <http://environment.yale.edu/TEEB>

## The TEEB Training Package is of particular relevance

The TEEB Training Package is of particular relevance. Interested in knowing more about TEEB? Or teaching others about TEEB studies? TEEB offers a comprehensive training package, specifically tailored for national level implementers and practitioners, that aims to provide relevant and important information regarding the economic and non-economic values of nature and how these values can be used to help to make more informed land use decisions in regional, national and sub-national contexts. Also included in the training package is an overall guidelines document for guidance on training implementation.

### Included in the training package are 5 Modules:

- *Module 1 Responding to Nature Invisibilities:* Highlight's the importance of how responding to nature's invisibility in your country can help make more informed land-use decisions.
- *Module 2 Engaging Stakeholder:* Demonstrates the importance of stakeholder engagement particularly from the outset of a TEEB study.
- *Module 3 Conceptual Frameworks:* Demonstrates different conceptual frameworks that can help us better understand the connections between human well-being and nature and what is required to maintain well functioning ecosystems in practice.
- *Module 4 Valuation (non-economic/economic value):* Helps you to understand how to value changes in the state of ecosystems and the limitations of valuation methodologies
- *Module 5 Policy Responses:* Involves responding to the information generated by a TEEB study with appropriate policy measures.



<http://www.teebweb.org/resources/training-resource-material/>



**Foundations of valuation of ecosystem services**

## United Nations Convention to Combat Desertification

Established in 1994, the United Nations Convention to Combat Desertification (UNCCD) is the sole legally binding international agreement linking environment and development to sustainable land management. The Convention addresses specifically the arid, semi-arid and dry sub-humid areas, known as the drylands, where some of the most vulnerable ecosystems and peoples can be found. The Convention within the framework of Land Degradation Neutrality (LDN) focuses on issues related to land and drought, land and human security, land and climate, land and sustainable development goals.

Website includes:

Issues:

- Land & Drought
- Land & Human Security
- Land & Climate
- Land & SDGs

Wide range of publications including:

- A Better World. Actions and commitments to the Sustainable Development Goals - <https://www.unccd.int/publications/better-world-actions-and-commitments-sustainable-development-goals>

Also:

UNCCD Knowledge Hub - <https://knowledge.unccd.int/>



<https://www.unccd.int/>

## United Nations Environment Programme - Ecosystem Based Adaptation for Food Security Assembly

The United Nations Environment Programme (UNEP) is helping countries overcome various constraints in achieving progress and enhancing sustainability of climate actions by linking them directly to socio-economic priority areas— food security, job creation, entrepreneurial opportunities, macro-economic growth by minimizing gaps in policy processes, financial resources, technology, synergy in implementation frameworks through an innovative programme, the Ecosystem Based Adaptation for Food Security Assembly (EBAFOSA). This can be achieved by targeting climate actions at catalytic sectors capable of simultaneously unlocking socio-economic development opportunities and meeting climate objectives. Such an innovative broad approach to climate actions beyond environmental obligation enhances participation of non-state actors including the private sector, academia and ground actors who are critical in mobilizing the means of implementation.

EBAFOSA is the first inclusive pan-African framework and platform, an institution with protocols – a constitution and rules of procedure adopted in an inclusive continental process to guiding actions that provide a platform for all stakeholders- including governments and their agencies, the public and private sectors, education and research institutions, citizens, international and intergovernmental organizations, NGOs, CSOs, CBOs etc to collaborate in a participatory way in developing and implementing policy solutions to upscale Ecosystem Based Adaptation-driven agriculture and its value chains to ensure sustainability. It seeks to combat food insecurity, climate change, ecosystems degradation and poverty in Africa using an innovative approach that decentralizes the development and application of policy solutions in the least bureaucratic channel.

EBAFOSA provides an optimized channel to implement existing and envisaged grandeur development plans for the continent and strives to ensure impact at the grassroots. Consequently, its principal mandate is to support implementation of the various continental and global blue-prints on food security and sustainable industrialization and development, through building on established, on-going progress, as opposed to implementing projects/programmes/initiatives in siloes where aggregate outcomes will be sub-optimal. EBAFOSA is proving that we do not need to reinvent the wheel, rather, tap into and improve on what you already know or that which exists. Africa may very well have the solutions to its problems.

 <http://www.ebafosa.org/>

## UNCCD Science-Policy Interface

UNCCD Science-Policy Interface (SPI) promotes dialogue between scientists and policy makers on desertification, land degradation and drought (DLDD). However, the specific mandate of the SPI is “to provide the Committee on Science and Technology (CST) thematic guidance on knowledge requirements for implementing the UNCCD”.

 <https://knowledge.unccd.int/science-policy-interface>



Example of an SPI

## UN CC: e-learn (Think, Talk, Act Climate)<sup>28</sup>

**Includes a range of relevant short online self-paced courses, tutorials and MOOCs including:**

- Children and Climate Change
- Climate Policy and Public Finance
- Climate Responsive Budgeting
- Introduction to Green Economy
- Sustainable Diet

 <https://uncclearn.org/>



Online training courses

## UN Capital Development Fund

The UN Capital Development Fund makes public and private finance work for the poor in the world's 47 least developed countries (LDCs). The Local Climate Adaptive Living Facility (LoCAL) of the UN Capital Development Fund serves as a mechanism to integrate climate change adaptation into local governments' planning and budgeting systems, increase awareness of and response to climate change at the local level, and increase the amount of finance available to local governments for climate change adaptation.

Local authorities of the least developed countries (LDCs) are uniquely positioned to identify the climate change adaptation responses that best meet local needs. Further, they typically have the mandate to undertake the small- to medium-sized adaptation investments needed to build climate resilience.

 <http://www.uncdf.org/>

## United Nations Environment Programme

United Nations Environment Programme (UNEP) has a number of activities related to ecosystem assessment, services, valuation, ecosystem-based adaptation and linkages with food security. The Poverty-Environment Initiative supports poverty-environment mainstreaming programmes in 24 countries across Africa, Asia and the Pacific, Europe and the Commonwealth of Independent States, and Latin America and the Caribbean with the aim of increasing the capacity of governments to mainstream environment into national development processes and their implementation. While each country programme has been initiated to meet country-level demand and is tailored to specific national policy processes, the country programmes reflects the global Poverty-Environment Initiative scale-up outputs aiming to contribute to:

- Pro-poor environmental outcomes being mainstreamed into development policies, plans and budgets making them more inclusive and pro-poor, gender responsive, and environmentally sustainable.
- National and regional institutional capacity and

coordination systems being strengthened to implement, monitor and report on pro-poor, gender responsive sustainable development policies and plans.

- Pro-poor environmental outcomes being integrated into regional and global institutions and sustainable development debates

### Particularly relevant to the RFS are:

- Environment and Trade Hub - <https://www.unenvironment.org/explore-topics/green-economy/what-we-do/environment-and-trade-hub>
- Green Growth Knowledge Platform - <http://www.greengrowthknowledge.org/>

 [www.unenvironment.org](http://www.unenvironment.org)

## United Nations Framework Convention on Climate Change

The United Nations Framework Convention on Climate Change (UNFCCC) secretariat is part of the United Nations. The UNFCCC secretariat (UN Climate Change) was established in 1992 when countries adopted the UNFCCC. In addition to focussing largely on facilitating the intergovernmental climate change negotiations the secretariat provides technical expertise and assists in the analysis and review of climate change information reported by Parties.

Important information and resources available from this site.

 <https://unfccc.int>

## weADAPT

weADAPT is a collaborative platform on climate adaptation issues. It allows practitioners, researchers and policy-makers to access credible, high-quality information and connect with one another.

 [www.weadapt.org](http://www.weadapt.org)

## West Africa CSO E-Directory

West Africa CSO E-Directory platform is an online directory created to map out all Civil Society Organisations (CSOs) in the region. [West Africa CSO E-Directory est un repertoire numérique qui recense toutes les Organisations de la Société Civile (OSC) de la sous-région.]

This is a bilingual (English and French) platform developed in response to the visibility and collaboration challenges expressed by civil society organisations (CSOs) and other development partners working in the region. The website aims to serve as a one-stop-shop for information on operational activities of CSOs to register their organisations and use it to disseminate information on their work. The goal is to have a one-stop directory where different stakeholder interested in working in different thematic areas and countries can find organisations already doing something in that area and connect to collaborate for a greater course.



<https://www.csowestafrica.org/>



Compilation of information on CSOs

## WIDER

“The United Nations University World Institute for Development Economics Research provides economic analysis and policy advice with the aim of promoting sustainable and equitable development for all.”

Vast repository of academic papers – RFS hub would need to develop clear pointers to relevant material.



<https://www.wider.unu.edu/>

## World Initiative Sustainable Pastoralism

Project now closed but information remains relevant.



<https://www.iucn.org/theme/ecosystem-management/our-work/global-drylands-initiative/gdi-projects/past-projects/wisp>

## World Overview of Conservation Approaches and Technologies

World Overview of Conservation Approaches and Technologies World Overview of Conservation Approaches and Technologies (WOCAT) is a global network on Sustainable Land Management (SLM) that promotes the documentation, sharing and use of knowledge to support adaptation, innovation and decision-making in SLM.

### What is WOCAT?

The World Overview of Conservation Approaches and Technologies (WOCAT) is a global Network that was established in 1992. The WOCAT Network launched efforts to compile, document, evaluate, share, disseminate, and apply sustainable land management (SLM) knowledge. It was far ahead of others in recognizing the vital importance of SLM and the pressing need for corresponding knowledge management. In early 2014, WOCAT's growth and ongoing improvement culminated in its being officially recognized by the UNCCD as the primary recommended Global SLM Database for best practices. The work of WOCAT is guided by the WOCAT Strategy which is a product of experiences gathered in the WOCAT programme since its launch.

WOCAT played an essential role in moving away from a land degradation focus towards SLM, defining SLM and its measures. The global relevance of WOCAT is shown by the frequent use of its global SLM database, the WOCAT definitions, and the standardized WOCAT methods and tools, by various institutions and initiatives. WOCAT is widely used and referenced, so for example in the UNCCD Science-PolicyInterface (SPI) report on Sustainable Land Management contribution to successful land-based climate change adaptation and mitigation, in the IPBES assessment report on land degradation and restoration, and in the EC JRC World

Atlas of Desertification for which the part on solutions was prepared in collaboration with WOCAT.

### Why is it needed?

Poor land and water management and a lack of appropriate governance and regulatory frameworks to deal with increasing pressure on limited resources lead to degradation of the land resources upon which rural communities and society as a whole depend.

Without effective knowledge management and decision support tools and processes, land resource management will remain ineffective, all too often overlooking, ignoring, or only selectively applying valuable knowledge and experience gained over the years in various regions.

### The vision and mission of WOCAT

The vision of WOCAT is to improve land resources and ecosystems (including soils, water, flora, and fauna) and people's livelihoods by sharing, enhancing, and using knowledge on sustainable land management (SLM).

The mission of WOCAT is to support adaptation, innovation, and decision-making around SLM. This includes:

- enhancing land productivity and water use efficiency
- improving provisioning of ecosystem goods and services
- promoting sustainable use of biodiversity
- contributing to food security, and climate change adaptation/ mitigation
- reducing disaster risks and land and water conflicts

Collectively, these activities are aimed at facilitating cost-effective investments in – and scaling up of – SLM, gradually reducing land degradation.

The vision and mission are reached by

- building and maintaining an effective global network of SLM specialists, forming new partnerships, and maximizing synergies
- further developing standardized tools and methods for knowledge management and decision support at the local, national, and global levels
- building and maintaining a global knowledge base on SLM, and synthesizing experiences, and disseminating targeted information via different media
- enhancing the capacity and knowledge base of a range of actors (e.g. implementers, researchers, trainers, educators) to promote SLM adoption at different scales with training material.

## World Agroforestry - Transforming lives and landscapes with trees

World Agroforestry (ICRAF) is a centre of science and development excellence that harnesses the benefits of trees for people and the environment. Leveraging the world's largest repository of agroforestry science and information, we develop knowledge practices, from farmers' fields to the global sphere, to ensure food security and environmental sustainability. ICRAF is the only institution that does globally significant agroforestry research in and for all of the developing tropics. Knowledge produced by ICRAF enables governments, development agencies and farmers to utilize the power of trees to make farming and livelihoods more environmentally, socially and economically sustainable at scales.

### Research themes:

- Landscapes - Improving Governance of Tree Crop Landscapes for Resilient Green Economies, Climate Change and Sustainable Environmental Services
- Soils - Land Health Evaluation, Restoration and Investment Decisions
- Systems - Resilient productivity and profitability of agricultural systems with trees
- Trees - Tree Productivity and Diversity - Realising economic and ecological value from tree genetic resources

### Geographical focus covering 8 of the 12 RFS countries:

- West and Central Africa (Niger and Nigeria)
- East and Southern Africa (Burundi, Ethiopia, Kenya, Malawi, Tanzania, Uganda)

### Particularly see:

- Genetic Resources Unit - <http://www.worldagroforestry.org/products/grunew>

The ICRAF Genetic Resources Unit has a global role to collect, conserve, document, characterize and distribute a diverse collection of agroforestry trees, mainly focusing on indigenous species in all ICRAF working regions. The ICRAF seed bank in Nairobi and field genebanks in the regions ensure the supply of superior tree germplasm for research and conserve material for the benefit of present and future generations. The current aim of ex situ conservation activities at ICRAF is to be a world leader in the conservation of agroforestry tree germplasm and develop a global conservation system for priority agroforestry trees. Genetic resources databases provide information on agroforestry tree taxonomy, uses, suitability and sources of seed as well as details of the ICRAF agroforestry genetic resources collection. The Genetic Resources Strategy guides in ensuring that collections are conserved to international standards, encouraging quality research to fill information gaps and promote use, and sharing knowledge and germplasm to improve livelihoods. News -

## World Agroforestry - The Agroforestry Database

The Agroforestry Database is a species reference and selection guide for agroforestry trees. Agroforestry trees are those that are deliberately grown or kept in integrated land-use systems and are often managed for more than one output.

The Agroforestry Database provides information on the management, use and ecology of a wide range of tree species which can be used in agroforestry.

While the database provides information on native and exotic trees globally, it also provides a searchable interface where users can search by country, native or exotics species, products and/or services provided, as well as the first letter of the species.

Currently, the database holds information on 600 tree species useful in agroforestry systems. The details on each of the species covered by the database include a species botanic description detailing the tree's characteristics, details on climate, distribution range, and ecology. Each species' documentation also provides information on tree propagation, management and uses.

 <http://www.worldagroforestry.org/output/agroforestry-database>



**Species reference and selection guide for agroforestry trees**

## World Food Programme

The World Food Programme (WFP) is the leading humanitarian organization saving lives and changing lives, delivering food assistance in emergencies and working with communities to improve nutrition and build resilience. As the international community has committed to end hunger, achieve food security and improved nutrition by 2030, one in nine people worldwide still do not have enough to eat. Food and food-related assistance lie at the heart of the struggle to break the cycle of hunger and poverty.

On any given day, WFP has 5 000 trucks, 20 ships and 92 planes on the move, delivering food and other assistance to those in most need. Every year, WFP distribute more than 15 billion rations at an estimated average cost per ration of US\$ 0.31. These numbers lie at the roots of WFP's unparalleled reputation as an emergency responder, one that gets the job done quickly at scale in the most difficult environments.

Thanks to half a century of experience, the World Food Programme (WFP) has acquired a comparative advantage in building resilience for food security and nutrition. Achieving Zero Hunger (SDG Goal 2) means that States must be able to draft and implement policies that promote food security and nutrition objectives. These underpin nations' capacity to withstand shocks and stress factors which limit the availability of food or constrain access to it. To be relevant and effective, food security and nutrition policies must be rooted in strong governance, responsive institutions and an enabling environment. A combination is often involved of disaster risk management plans, robust social protection systems and inclusive economic and social programmes. Countries include: Burkina Faso, Burundi, Eswatini, Ethiopia, Ghana, Kenya, Malawi, Niger, Nigeria, Senegal, Tanzania, Uganda.

 <http://www1.wfp.org/>

## World Resources Institute

According to the World Resource Institute (WRI) research, the world will have to close a gap of nearly 70 percent between the amount of food available today and that required by 2050. It must reduce agriculture's impact on climate, ecosystems, and water. And it needs to ensure that agriculture supports inclusive economic and social development. WRI works to meet these three needs.

WRI develop analyses, partnerships, and strategies to secure a sustainable food future.

WRI's World Resources Report project develops solutions to the world's food production and consumption problems. They identify ways to reduce food loss and waste and analyze strategies to sustainably increase food production, such as restoring degraded lands back into productivity, increasing pastureland yields, and improving land and water management. WRI advance methods to reduce food production's impact on the environment, such as climate-smart agriculture. Some projects include:

- Global Restoration Initiative (GRI) – Ethiopia, Kenya, Niger, Malawi
- Forest Legality (FLI)– Ghana
- Governance of Forests Initiative (GFI) – Malawi
- Land and Resource Rights Initiative (LRR)– Tanzania
- Access Initiative (TAI) – Ethiopia, Ghana, Kenya, Nigeria, Tanzania,
- Uganda

 [www.wri.org](http://www.wri.org)

## World Wide Fund for Nature

The World Wide Fund for Nature (WWF) works to secure a living planet that will sustain a more affluent population. From refining production and distribution to combating waste and environmental impacts, we want to improve how the world grows, transports and consumes this precious fuel. One of the biggest threats to biodiversity and ecosystems is where and how we produce food. WWF is working with retailers, buyers and producers responsible for key food commodities to establish credible, certification standards. These standards—including those already established for aquaculture, beef, soy, cotton, sugar and palm oil—measurably reduce key environmental impacts.

Website includes info resources such as on sustainable agriculture – see <https://www.worldwildlife.org/industries/sustainable-agriculture>

 <https://www.worldwildlife.org/>



# **Annex 2**

## **Key potential prospective RFS Partners**

## African Union

The vision of the African Union (AU) is that of: “An integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in global arena.” The AU Agenda 2063 is a strategic framework for the socio-economic transformation of the continent over the next 50 years. It builds on, and seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development. The vision includes;

- Modern agriculture for scaled-up production, improved productivity and value addition through commodity transformation and services, contribute to farmer and national prosperity and food and nutrition security;
- The continent embeds principally adaptation processes to maintain healthy ecosystems, preserve the African natural environment – as the largest remaining reserve of pristine waters, old growth forests and land in the world.

 <https://au.int/>

## Bill and Melinda Gates Foundation

The Foundation believes that solutions to Africa’s greatest challenges can come from within Africa. The role is to support African partners whose bold ideas and creative approaches have the potential to save lives, improve health, and help farming families all across the continent.

They devote half of the foundation’s resources to projects in Africa and to helping African countries learn from one another (Ethiopia, Nigeria).

They also focus our efforts on partnering with local government and NGOs in several other African countries to advance healthcare, improve agricultural production, strengthen financial services for the poor, and improve maternal and child health. These countries include Burkina Faso, Ghana, Kenya, Senegal, Tanzania.

 <https://www.gatesfoundation.org/>

## African Development Bank

The overarching objective of the African Development Bank AfDB Group is to spur sustainable economic development and social progress in its regional member countries (RMCs), thus contributing to poverty reduction.

The Bank Group achieves this objective by:

- Mobilizing and allocating resources for investment in rmcs;
- Providing policy advice and technical assistance to support development efforts.
- The AfDB ‘Feed Africa’ strategy, launched in 2015, aims to invest US\$24 billion into African agriculture over a ten-year period.

 <http://www.afdb.org/en/>

## Climate Investment Funds

The \$8 billion Climate Investment Funds (CIF) accelerates climate action by empowering transformations in clean technology, energy access, climate resilience, and sustainable forests in developing and middle-income countries. The CIF’s large-scale, low-cost, long-term financing lowers the risk and cost of climate financing. It tests new business models, builds track records in unproven markets, and boosts investor confidence. The CIF is empowering climate-smart development planning and action in 72 developing and middle-income countries worldwide confidence to unlock additional sources of finance.

 <https://www.climateinvestmentfunds.org/>

## Economic Commission for Africa

ECA's mandate is to promote the economic and social development of its member States, foster intra-regional integration, and promote international cooperation for Africa's development. One important aspect of ECA's work on natural resources is the conduct of policy-oriented research aiming to support the policy, legal and regulatory frameworks for the proper management of natural resources in Africa. ECA works to promote measures to address environmental concerns in the exploitation of Africa's natural resources.

 <https://www.uneca.org/>

## Grameen Foundation

Grameen Foundation is a global not-for-profit that creates breakthrough solutions spanning financial, agricultural and health services. They use digital technology and strengthen local partner networks to design and deliver solutions that open opportunity for women and families living in poverty. The integration of Grameen Foundation and Freedom from Hunger in October 2016 expanded the geographic footprint in Latin America and Africa, and their combined work now directly supports poverty elimination in 16 countries. Partners of Grameen Foundation and Freedom From Hunger continue to implement programs in an additional 13 countries.

 <https://grameenfoundation.org/>

## Green Climate Fund

The Green Climate Fund (GCF) is a new global fund created to support the efforts of developing countries to respond to the challenge of climate change. GCF helps developing countries limit or reduce their greenhouse gas (GHG) emissions and adapt to climate change. It seeks to promote a paradigm shift to low-emission and climate-resilient development, taking into account the needs of nations that are particularly vulnerable to climate change impacts.

The objective of a recent approved project "Increasing Agricultural and Ecosystem Resilience through Ecosystem based Adaptation Agroforestry" is to increase the agricultural and ecosystem resilience of 1 125 000 vulnerable small-scale farm households, covering an area of approximately 1 000 000 hectares, and to enhance carbon sinks across 8 counties through Ecosystem-based Adaptation. Specifically, the project will make use of locally-appropriate agroforestry systems ("EverGreen Agriculture"), a highly cost-effective intervention. The project will target:

- 60 000 households in Burundi (Muyinga, Cankuzo, and Muramvya Districts)
- 325 000 households in Malawi (All districts)
- 70 000 households in Eswatini (Swaziland) (Hhohho, Manzini, Lubombo regions)
- 140 000 households in Tanzania (Mtwara, Lindi, Masasi, Nachingwea Districts)
- 275 000 households in Uganda (Karamoja, Kyenjojo, Kyegegwa, Mubende, Kibale, Hoima, Masindi Districts)

 <https://www.greenclimate.fund>

## United Nations

On 1 January 2016, the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development — adopted by world leaders in September 2015 at an historic UN Summit — officially came into force. Over the next fifteen years, with these new Goals that universally apply to all, countries will mobilize efforts to end all forms of poverty, fight inequalities and tackle climate change, while ensuring that no one is left behind.

Sustainable development calls for concerted efforts towards building an inclusive, sustainable and resilient future for people and planet.

For sustainable development to be achieved, it is crucial to harmonize three core elements: economic growth, social inclusion and environmental protection. These elements are interconnected and all are crucial for the well-being of individuals and societies.

 [www.un.org](http://www.un.org)

## United Nations Development Programme

UNDP's support to countries on climate change and disaster resilience is shaped by three important global agreements: the Paris Agreement on Climate Change, the Sendai Framework on Disaster Risk Reduction, and the 2030 Agenda for Sustainable Development. UNDP works with countries to help them reduce greenhouse gases and advance a long-term goal of zero-carbon development. At the same time, we work together with partners to adapt to the impacts of climate change, enhance access to clean energy, reduce the risk of disasters and, where needed, support resilient disaster recovery. Taken all together, these efforts are the path towards sustainable development that is risk-informed, zero-carbon and resilient.

 <http://www.undp.org/>

## United States Agency for International Development

The US Government remains the largest donor of food assistance in the world, with Food for Peace (FFP) programming more than \$2 billion annually.

The Vision: USAID's Office of Food for Peace and its partners envision a world free of hunger and poverty, where all people live in dignity, peace, and security.

Mission - We work together with others to reduce hunger and malnutrition and to ensure that adequate safe and nutritious food is available to, accessible to, and well utilized by all individuals at all times to support a healthy and productive life.

We are committed to contributing to the achievement of the Sustainable Development Goals and to pursuing USAID's mission to end extreme poverty and promote resilient, democratic societies. Expressing the compassion and good will of the people of the United States, we mobilize America's resources to predict, prevent, and respond to chronic and acute hunger overseas. Through our emergency programs, we strive to provide food assistance to save lives, reduce suffering, and support the early recovery of populations affected by both acute and chronic emergencies. Our development programs help reduce the long-term need for food assistance by increasing household and community resilience and by strengthening the capacity of developing societies to ensure access to and utilization of food by their most vulnerable communities and individuals, especially women and children.

USAID is working in all 12 project countries.

 <https://www.usaid.gov>

## World Bank

With 189 member countries, staff from more than 170 countries, and offices in over 130 locations, the World Bank Group is a unique global partnership: five institutions working for sustainable solutions that reduce poverty and build shared prosperity in developing countries. The World Bank Group works with partners to improve food security and build food systems that can feed everyone, everywhere, every day. Activities include encouraging climate-smart farming techniques, improving supply chains for reducing food losses and strengthening safety nets to ensure vulnerable families have access to food and water.

 <https://www.worldbank.org>

## World Meteorological Organization

World Meteorological Organization (WMO) is the specialised agency of the United Nations for meteorology weather and climate, operational hydrology and related geophysical sciences.

The goal of the Programme is to strengthen the operational resources of National Meteorological Services to further provide weather/climate information and services to rural farmers and strengthen early warning systems for weather and climate risk management in the agricultural sector.

Many Africans live in areas that are prone to droughts and floods, and famine or disease outbreaks. Climate imposes additional pressures on vital sectors, such as agriculture, health and water, which already face development challenges, limited funding and infrastructure, and ecosystem degradation. These, in turn, lessen Africa's adaptive capacity, increasing its sensitivity to projected climate change. Strengthening the National Meteorological and Hydrological Services (NMHSs) to provide better climate services will enhance the adaptive capacity of African Member States. Incorporating better climate risk management into development policies and strategies will enhance socio-economic development and improve the well-being of African peoples.

The purpose is that smallholder farmers are able to access, interpret and use climate information and related agro-advisories for farm level planning and decision making. The first phase of this project has shown an increase in crop yields of up to 34% for some of the farmers who used the climate information provided.

 <https://public.wmo.int/en>



# **Annex 3**

## **Outcome mapping for Component 1 of Hub project<sup>29</sup>**

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<sup>29</sup> Adapted from notes by Anne-Sophie Poisot

A session was held at the Bolgatanga workshop in March 2019 introducing Outcome Mapping, to capture a project's "boundary partners" (i.e. "actors with whom you interact directly or those you seek to influence").

During a working group session, FAO, UNEP and other participants interested in the hub Component 1 discussed who the SPI's boundary partners are and how we can influence them.

The workshop exercise included:

### 1. Defining the boundary partners in categories:

- a. regional & national government institutions
- b. local organizations;
- c. farmers;
- d. NGOs/academia
- (e. private sector)

### 2. "Outcome challenges": What ideal behaviour change do we seek?

### 3. "Progress markers": a set of statements describing gradual progression of changed behaviour

They articulate the complexity of change; what can be changed during the project; can include unintended results; do not describe a change in state or contain percentage or deadlines

For each partner, define the following:

- The minimum we would expect to see / what partners should be doing (e.g. they have access to the info the project has produced);
- What we'd like to see;
- What would be great that they do if the programme / project was having a profound influence.

### 4. Is behaviour change recorded and monitored systematically? Does data exist on behaviour? What is our current capacity to document this? What barriers exist?

## Results for Component 1 of Hub Project Boundary Partners

### Boundary Partners

A – Regional / Global Policy Makers

- Regional / Global
- African Union (AU)
- African Union Commission (AUC) Department of Rural Development, Agriculture and Environment (DREA)
- Africa Ministerial Conference on Environment (AMCEN)
- African Union Development Agency AUDA (AUDA-AUDA-NEPAD)
- 8 RECs – through governing body meetings
- GEF Secretariat and GEF Agencies – sharing knowledge and lessons from the project
- The Conventions - side events at CBD and other MEAs
- The PCU of the RFS, in particular Component 4 with whom linkages and coordination will be important on knowledge sharing

### NATIONAL

In country project countries, through Hub support (therefore indirectly) towards:

- RFS country projects PMUs
- Ministries of Agriculture
- Environment Protection Agencies (inter alia Ministries of Environment / forestry/ fisheries/ water resources/ climate
- Ministry of Rural Development
- Local structures

### B – Local organizations

Watershed management committees  
Farmer Organisations  
Community organisations  
Farmers and their households  
Other water and land users

### C – NGO and academia

FARA  
CGIAR

## Behaviour changes sought from priority selected partners | African Union

1. **Minimum change: AU is aware of the Programme and its products and tools, and willing to collaborate**
2. **Would Like to see: For AU:**
  - influence AU DREA's 2-year strategic workplan and the Technical Committees which propose decisions for the Summit
  - Influence the docs and Declaration of AMCEN which has secretariat in UNEP and which go to the Summit
  - Agriculture: influence the topics discussed in FAO Regional Conference
  - Main conferences of MEAs
  - Also: use AU to share lessons with non RFS countries

= in partnership with C4, identify policy options, champions and generate evidence from the project (policy briefs, field visits...) that C1 can feed into policy processes

Ex: TAMP KAGERA managed to bring the national policy on SLM down to the community level by creating by-laws for their enforcement

Ex: Charcoal producer orgs and their regulations set up and improved through SSC in Kenya and Zambia

3. **Would Love to see: Better policies are adopted and implemented: ag polices that better integrate INRM, innovative policy tools**

## Component 4 of the Hub

1. Minimum change: close communication between the two; understanding of interdependency, and of the need to collaborate and respective mandates
2. Would Like to see: timely and effective collaboration; timely delivery of policy products on their side
3. Would Love to see: innovative joint communication products and processes that can influence decision makers in Africa

## Country projects PMUs:

1. **Minimum change. They understand the services and engage; RFS country projects find the Hub useful!**
2. **Would Like to see : RFS teams have solid strategies and better skills to do policy advocacy at national level with constituents at multiple-scales:**
  - Help them with policy strategies, stakeholder engagement and multi-stakeholder platforms
  - Provide tools/ trainings on technical issues – but avoiding re-inventing the wheel – where tools etc exist already, hub should provide pointers to these and avoid duplication of effort
  - Regional training on advocacy for environmental and sustainable agriculture issues

[NB: Country project should also be working with research institutes and knowledge partners that are influential at national level.]

3. **Would Love to see: legislation, policies and institutional arrangements are improved at national level and implemented/enforced effectively at local level.**

Note – could be evidence based, but evidence does not necessarily lead to changing policy. Seeing is believing. Use data and science to engage their constituency to advocate for change instead! (For example: organising field visits to project sites for policy and decision makers was included in some TerrAfrica and more recent GEF projects, with considerable success / impacts. Other projects have successfully taken journalists to field sites to get them to report in national press / tv etc.)

# Resilient FOOD SYSTEMS

[www.resilientfoodsystems.co](http://www.resilientfoodsystems.co)

 **ResFoodSystems**

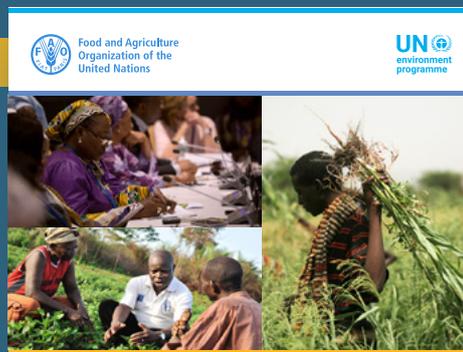
 **ResilientFoodSystems**

## ABOUT THIS KNOWLEDGE BRIEF

This brief is part of a series of knowledge products prepared by the Regional Hub project of the Resilient Food Systems programme. This brief falls under the **Engage** theme, with other knowledge products categorized under the other programme pillars (Act and Track), or within a Cross-cutting tag.



Our programme website allows easy access to these resources.



**Strategy Report**  
Regional Hub Component 1  
Science and Policy Interface



[www.resilientfoodsystems.co](http://www.resilientfoodsystems.co)



For more information: [www.resilientfoodsystems.co](http://www.resilientfoodsystems.co)

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