Food and Agriculture Organization of the United Nations

PROJECT DOCUMENT

Upon request from the Governments of Angola, Botswana, Burkina Faso, Kazakhstan, Kenya, Malawi, Mongolia, Mozambique, Namibia, Tanzania, and Zimbabwe

the Food and Agriculture Organization of the United Nations (FAO) will provide technical assistance for the following Project:

Project Title:	Global coordination project for the Dryland Sustainable Landscapes Impact Program

Upon signature of this project document by the duly authorized representatives of both parties, the project will be implemented in accordance with the background, rationale and management arrangements described herein.

On behalf of:

The Food and Agriculture Organizationof the
United Nations

Name:

Title:

Date:

Contents

PART I: PROJECT INFORMATION

Project Title: Global coordination project for the SFM Dryland Sustainable Landscapes Impact Program			
FAO Project Symbol: GCP/GLO/980/GFF			
Country(ies):	Angola, Botswana, Burkina Faso, Kazakhstan, Kenya, Malawi, Mongolia, Mozambique, Namibia Tanzania, Zimbabwe	GEF Project ID:	10253
GEF Agency(ies):	FAO WB IUCN	GEF Agency Project ID (FAO entity number):	658860
Project Executing Entity(s)/Operational Partner(s)[1]:	FAO	Submission Date:	13 Dec 2020
GEF Focal Area (s):	Biodiversity Land Degradation, Climate Change	Expected EOD (implementation start):	1 May 2021
		Expected NTE (implementation end):	30 April 2026
Name of Parent Program	Dryland Sustainable Landscapes Impact Program	Parent Program ID:	10206

Contribution to FAO's Strategic Framework:	FAO Strategic Objective/Organizational Outcome: ▪ Objective #2: Make agriculture, forestry and fisheries more productive and sustainable. ▪ Outcome 2.1: Countries adopted practices to increase productivity sustainably while addressing climate change and environmental degradation in agriculture, forestry and fisheries.
Environmental and Social Risk Classification:	low risk X moderate risk ☐ high risk ☐
Gender Marker[2]:	G0 ☐ G1 ☐ G2a x G2b ☐

Executive Summary

The Global Coordination Project (GCP) of the SFM/Drylands Impact Program will be a vital complement to the 11 country-specific child projects (CPs) in Africa and Central Asia, serving to maximize the effectiveness, efficiency and sustainability of GEF-7 investments in sustainable drylands management. It will ensure the delivery of the *programmatic* dimension of the IP, adding value relative to the conventional country-specific approach in terms of improved targeting, cost-efficiency, synergies and consideration of issues of transboundary or regional significance, while at the same time facilitating access by the CPs and their host countries to technical and financial resources, and market opportunities, available at regional and global levels.

Component 1 of the GCP will deliver programmatic value added in terms of increased effectiveness and cumulative impact of the investments under the IP, by ensuring region-wide coordination and informed prioritisation of investments in sustainable management of drylands.

Component 2 will focus on system-wide capacity development, knowledge management, stakeholder engagement and outreach. This will a) contribute to the effectiveness of CP investments by ensuring that they respond to lessons learned regionally and globally and to the cutting edge of science and best practice, by linking them to regional and global knowledge hubs and technical communities of practice; b) contribute to sustained uptake and scaling out of impacts, by ensuring that lessons learned through the CPs child projects contribute to knowledge resources at national, regional and global levels; c) enable CP teams and other stakeholders to access cutting-edge system-wide capacity development and technical assistance on priority issues co-identified by them and ensuring alignment with child projects; d) maximizing stakeholder engagement at global and regional level while ensuring alignment with stakeholder engagement efforts within the child projects.

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[1] The executing entity - also referred to as the Operational Partner in FAO terminology - is required to implement the agreed results of the project in compliance with FAO and relevant requirements on fiduciary, procurement, environmental and social safeguards, and other performance standards. In legal terms, this is ensured through the signature of the Operational partners Agreement with an FAO project document as annex to the Operational partners Agreement which will be signed by the Operational Partner/Executing Entity to govern the use of the funds.

[2] See Guidance Note on Gender Mainstreaming in project identification and formulation

Component 3 will focus on the establishment and implementation of harmonized and linked systems for monitoring at project, regional and program (global) levels, in support of adaptive management at all of these levels.

The GCP will be based at FAO Headquarters, but given the regionally-specific nature of many of the issues to be addressed it will have a strongly decentralized structure, with Regional Exchange Mechanisms (REMs) covering i) the Miombo/Mopane cluster of countries in southern Africa; ii) the Sahel (Burkina Faso) and east Africa (Kenya); and central Asia (Mongolia and Kazakstan).

List of Abbreviations

AAD	Action Against Desertification
ADG	Assistant Director General
AFOLU	Agriculture, Forestry and Other Land Use
AKH	Agroecology Knowledge Hub
AUDA-NEPAD	African Union Development Agency
AWP/B	Annual Work Plan and Budget
BH	Budget Holder
BUPUSA	Buzi, Pungwe and Save Tri-basin Project
CACILM	Central Asia Countries Integrated Land Management
CARIN	Central Asian Regional Information Network
CD	Capacity development
COFO	Committee on Forestry
COP	Conference of Parties
CRIC	Committee for the Review of the Implementation of the Convention
DRC	Democratic Republic of Congo
DRIP	Dryland Restoration Initiative Platform
DSL	Dryland Sustainable Management
FE	Final Evaluation
FFS	Farmer Field School
FLO	Funding Liaison Officer
FLR	Forest Landscape Restoration
FOLUR	Food Systems, Land Use and Restoration
GCP	Global Coordination Project
GEB	Global environmental benefits
GEFTF	Global Environment Facility Trust Fund
GEO	Group on Earth Observations
GGWSSI	Great Green Wall for the Sahara and the Sahel Initiative
GHG	Greenhouse gas
GIZ	German International Cooperation Agency
GLF	Global Landscape Forum
GSP	Global Soil Partnership
HCVF	High Conservation Value Forest
IAP	Integrated Approach Pilot
ICARDA	International Center for Agricultural Research in the Dry Areas
ICBA	International Centre for Biosaline Agriculture
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
ICSD	Intergovernmental Commission for Sustainable Development
ICT	Information and communications technology
IFAD	International Fund for Agricultural Development
ILM	Integrated landscape management
IP	Impact Program
ITPS	Inter-Governmental Technical Panel on Soils
IUCN	International Union for the Conservation of Nature
KM	Knowledge Management
LADA	Land Degradation Assessment in Drylands
LD	Land degradation
LDCF	Least Developed Countries Fund
LDN	Land degradation neutrality
LTO	Lead Technical Officer
MEA	Multilateral Environmental Agreement

M&E	Monitoring and evaluation
MTR	Mid Term Review
NBS	Nature-based solutions
NCA	Natural Capital Accounting
NTFP	Non-Timber Forest Product
OKACOM	Okavango River Basin Water Commission
OP	Operational Partner
OPA	Operational Partner Agreement
OPIM	Operational Partner Implementation Modality
PFD	Programme Framework Document
PIF	Project Identification Form
PIR	Project Implementation Review
PMC	Project Management Cost
PMU	Project Management Unit
PPG	Project Preparation Grant
PPR	Project Progress Reports
PSC	Project Steering Committee
PSKH	Pastoral Systems Knowledge Hub
PMU	Project Management Unit
PTF	Programme Task Force
RAP	Regional Agricultural Policy
RBM	Results-based management
REM	Regional Exchange Mechanism
RI	Restoration Initiative
ROAM	Restoration Opportunities Assessment Methodology
SADC	Southern Africa Development Community
SDG	Sustainable Development Goals
SDS	Sand and dust storms
SE	Stakeholder engagement
SEPAL	System for Earth Observation, Data Access, Processing, Analysis for Land Monitoring
SFM	Sustainable forest management
SHARP	Self-evaluation and Holistic Assessment of climate Resilience of farmers and Pastoralists
SLM	Sustainable land management
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
SPI	Science-Policy Interface
SRAP	Sub-regional Action Programme to Combat Desertification
STAP	Scientific and Technical Advisory Panel
STAR	System for Transparent Allocation of Resources
TA	Technical Assistance
TPP	Transformation projects and programmes
TSA	Targeted Scenario Analysis
UNCCD	United National Convention to Combat Desertification
UNEP	United Nations Environment Programme
VGGT	Voluntary Guidelines on Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security
WB	World Bank
WEF	World Economic Forum
WG	Working Group
WOCAT	World Overview of Conservation Approaches and Technologies
WWF	World Wildlife Fund
ZAMCOM	Zambezi Watercourse Commission

A. FOCAL/NON-FOCAL AREA ELEMENTS

Programming Directions	Focal Area Outcomes	Trust Fund	(in $) GEF Project Financing	(in $) Co-financing
DSL IP		(select)	8,056,881	16,113,762
	Total project costs		8,056,881	16,113,762

B. PROJECT DESCRIPTION SUMMARY

Project Objective: To maximize the effectiveness, efficiency and sustainability of GEF-7 investments in sustainable drylands management to achieve Land Degradation Neutrality

Project Components	Component Type	Project Outcomes	Project Outputs	Trust Fund	(in $) GEF Project Financing	(in $) Co-financing
1. Programmatic prioritization and coordination	TA	1.1 Child project investments are prioritised, targeted and coordinated to maximise effectiveness, realise the potential for synergies, and address transboundary issues	1.1.1 Strategy documents defining objective, evidence-based regional and global priorities for investments in sustainable dryland management 1.1.2 Mechanisms for transboundary coordination of approaches and investments in sustainable dryland management		1,796,859	3,725,673
2. System-wide capacity development, knowledge management, stakeholder engagement and outreach	TA	2.1 Child projects are at the forefront of global best practice to maximize enduring, replicable results at scale to avoid, reduce and reverse land degradation	2.1.1 Knowledge inputs provided to child projects 2.1.2 System-wide capacity development support for national and regional actors including harmonised methodological guidance to child projects		3,540,053	7,288,429
		2.2 The program and its child projects contribute to local, regional and global stores of knowledge	2.2.1 Harmonised methodological guidance for knowledge systematization and management by child projects 2.2.2 System for feeding knowledge and results generated by the project into regional and global knowledge hubs			
		2.3 Stakeholders at national, regional and global levels are effectively engaged and informed regarding the project and the models of sustainable dryland management,	2.3.1 Guidance for consistent stakeholder engagement, and branded outreach and results communication by child projects 2.3.2 Direct outreach by the GCP			

		stimulating active participation and scaling up				
3. Program-wide monitoring and adaptive management	TA	3.1 The program and its child projects are subject to adaptive management, responding effectively to lessons learned and evolving conditions in order to maintain relevance and ensure sustainability	3.1.1 Programmatic M&E system incorporating child project M&E results and program-level indicators, guiding adaptive program management and reporting program-wide contributions to GEF-7 core indicators and SDGs 3.1.2 Harmonised methodological guidance and standards for child project M&E systems		2,343,524	4,275,594
Subtotal					7,680,436	15,289,696
Project Management Cost (PMC)					376,445	824,066
Total Project Cost					8,056,881	16,113,762

C. CONFIRMED SOURCES OF CO-FINANCING FOR THE PROJECT BY NAME AND BY TYPE

Please include evidence for co-financing for the project with this form.

Sources of Co-financing	Name of Co-financier	Type of Cofinancing	Investment Mobilized	Amount ($)
GEF Agency	Food and Agriculture Organization of the United Nations	In-Kind		16,113,762
Total Co-financing				16,113,762

Describe how any "Investment Mobilized" was identified.

D. TRUST FUND RESOURCES REQUESTED BY AGENCY(IES), COUNTRY(IES), FOCAL AREA AND THE PROGRAMMING OF FUNDS

GEF Agency	Trust Fund	Country Name/Global	Focal Area	Programming of Funds	(in $)		
					GEF Project Financing (a)	Agency Fee (b)	Total (c)=a+b
FAO	GEFTF	Angola, Botswana, Burkina Faso, Kazakhstan, Kenya, Malawi, Mongolia, Mozambique, Namibia Tanzania, Zimbabwe	Multifocal Area	IP SFM Drylands	8,056,881	725,119	8,782,000
Total GEF Resources					8,056,881	725,119	8,782,000

E. DOES THE PROJECT INCLUDE A "NON-GRANT" INSTRUMENT? No

F. PROJECT'S TARGET CONTRIBUTIONS TO GEF 7 CORE INDICATORS

	Project Core Indicators	Expected at CEO Endorsement
1	**Terrestrial protected areas** created or under improved management for conservation and sustainable use (Hectares)	
2	**Marine protected areas** created or under improved management for conservation and sustainable use (Hectares)	
3	Area of **land restored (**Hectares)	
4	Area of **landscapes under improved practices** (excluding protected areas)(Hectares)	1,192,470
5	Area of **marine habitat under improved practices** (excluding protected areas) (Hectares)	
	Total area under improved management (Hectares)	1,246,940
6	**Greenhouse Gas Emissions Mitigated** (metric tons of CO2e)	2,114,902
7	**Number of shared water ecosystems** (fresh or marine) under new or improved cooperative management	
8	Globally over-exploited **marine fisheries** moved to more sustainable levels (metric tons)	
9	**Reduction**, disposal/destruction, phase out, **elimination** and avoidance of **chemicals of global concern** and their waste in the environment and in processes, materials and products (metric tons of toxic chemicals reduced)	
10	Reduction, avoidance of emissions of **POPs to air** from point and non-point sources (grams of toxic equivalent gTEQ)	
11	Number of **direct beneficiaries disaggregated by gender** as co-benefit of GEF investment	85,644

Provide additional explanation on targets, other methodologies used, and other focal area specifics (i.e., Aichi targets in BD) including justification where core indicator targets are not provided.

As proposed in the Program Formulation Document and the PIF, the core indicator targets for this project are calculated as 10% on top of the total of the child projects in the case of core indicators 4, 6 and 11, based on a conservative assumption of the additional contribution of this project through:

1. Improvements to the effectiveness of each of the child projects in delivering their projected country-specific global environmental benefits.

2. Contribution to the delivery of global environmental benefits of regional significance by the child projects, and improvements to the cost-effectiveness of their impact delivery.

3. Contribution to the scaling-out of impacts beyond the specific target areas of the child projects, to other areas within the participating countries and also to neighbouring countries.

The core indicator values for the child projects on which these calculations are based are presented in Annex M.

PART II: PROJECT JUSTIFICATION

1a. PROJECT DESCRIPTION

1) **The global environmental and/or adaptation problems, root causes and barriers that need to be addressed (systems description).**

Context

1.   This is the umbrella global coordination project (GCP) for the Dryland Sustainable Landscape Impact Program (DSL IP) child projects in 11 selected countries (Angola, Botswana, Burkina Faso, Kazakhstan, Kenya, Malawi, Mongolia, Mozambique, Namibia, Tanzania and Zimbabwe).

Global importance of drylands and dryland ecosystems

2.   Extending over 40% of the Earth's landmass, drylands are home to and support around two billion people (over 25% of the world's population), contain 44% of the world's agricultural land (58.4% of that in Africa) and supply about 60% of the world's food production. More than 30% of urban areas and 34% of the urban population are located in dryland regions (including dry sub-humid, semi-arid, arid and hyper-arid climates)[3]. Figure 1 shows the global extent of drylands, as defined by aridity (annual precipitation); as shown in Figure 2, the area of drylands is much larger if "presumed" drylands are included, defined as those areas that do not meet the criterion of low annual precipitation levels, but are affected by severe seasonal aridity stresses.

Figure 1. The global extent of drylands, as defined by aridity (World Atlas of Desertification, 2018)

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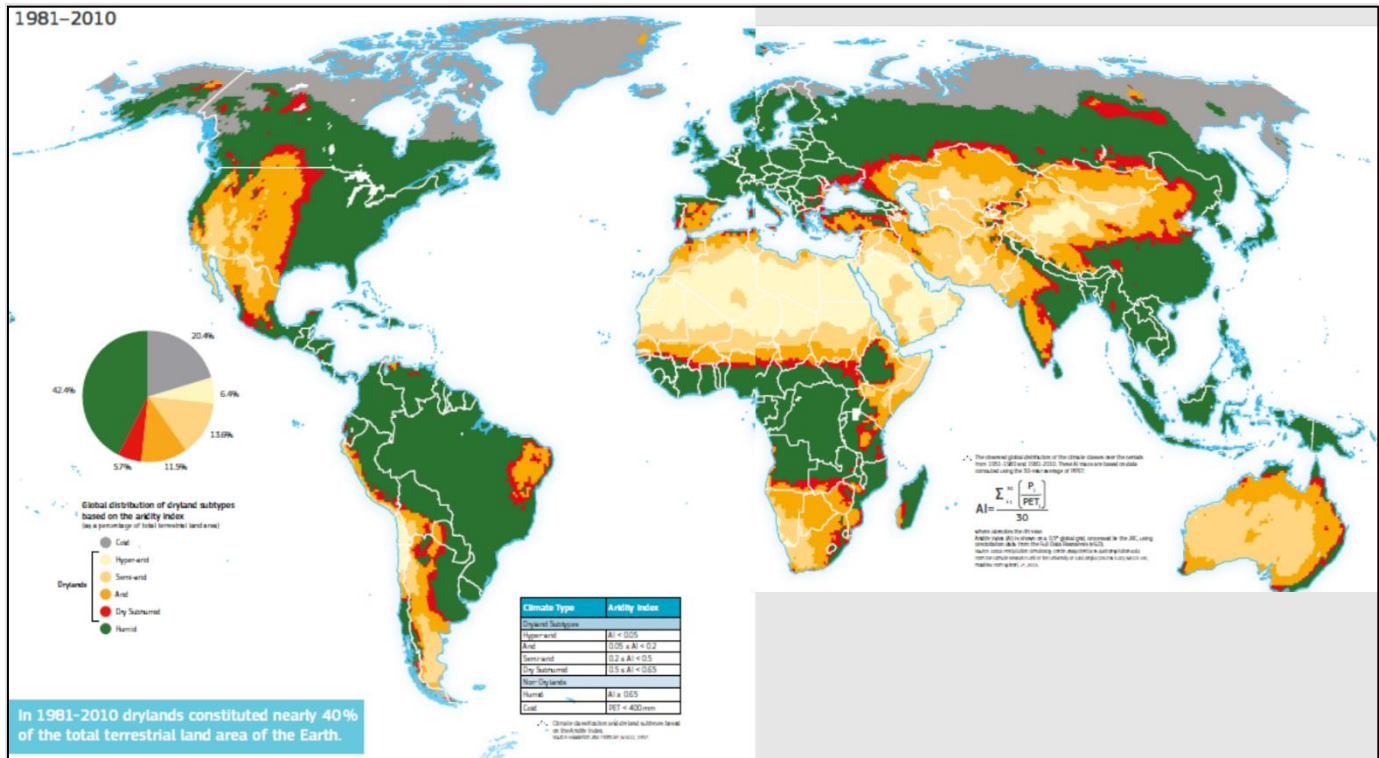
[3] World Atlas of Desertification, 2018.

Figure 2. The extent of drylands in Africa and Asia, including "presumed drylands" (grey areas)
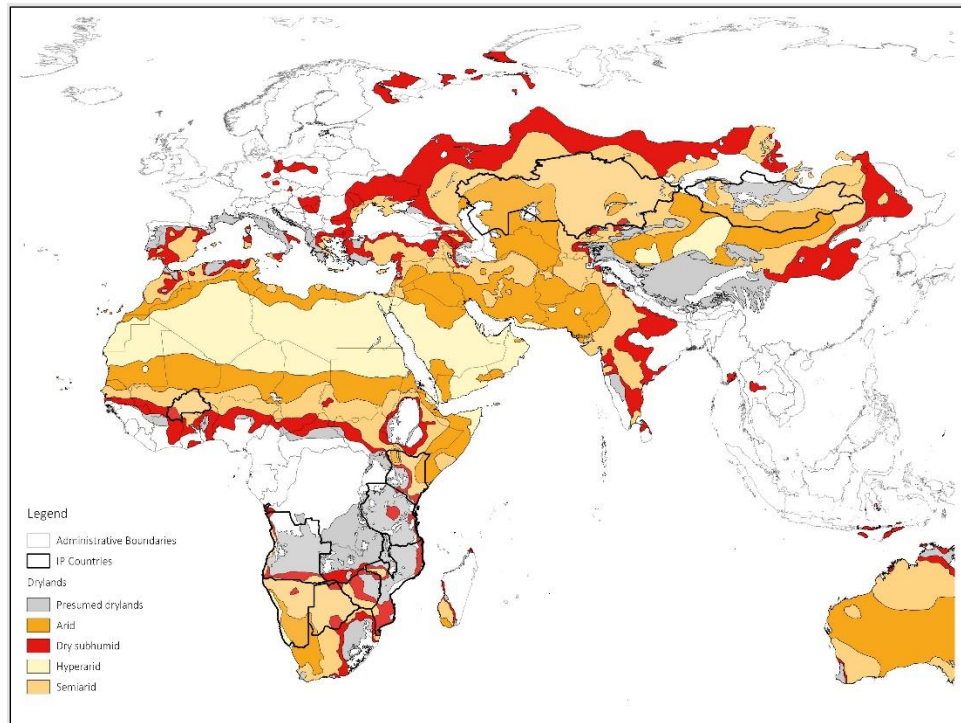
3. Tropical dry forests and woodlands constitute a large portion of the world's vegetation, covering one-sixth of the earth's surface and more than half of the African continent[4].

1) Miombo-Mopane

4. The Miombo–Mopane woodlands are the most predominant type of tropical dry forest and woodland vegetation in Southern Africa, and are considered wilderness areas of global conservation significance[5]. The woodlands play a crucial role in formal and informal economies, supporting the livelihoods of millions of rural and urban people, by providing important resources such as timber, food, medicines, biofertilizers, housing and energy[6]. The Miombo and Mopane woodlands also play an important role in ecosystem dynamics, particularly with respect to biodiversity, water, carbon and energy balance.[7]

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[4] Murphy, P.G.; Lugo, A.E. Ecology of tropical dry forest. *Annu. Rev. Ecol. Syst.* **1986**, 17, 67–88. Grace, J.; José, J.S.; Meir, P.; Miranda, H.S.; Montes, R.A. Productivity and carbon fluxes of tropical savannas. *J. Biogeogr.* **2006**, 33, 387–400.

[5] Mittermeier, R.A.; Mittermeier, C.G.; Brooks, T.M.; Pilgrim, J.D.; Konstant, W.R.; da Fonseca, G.A.B.; Kormos, C. Wilderness and biodiversity conservation. *Proc. Natl. Acad. Sci. USA* **2003**, 100, 10309–10313.

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5. The plant diversity of these ecosystems is high[8]. Five sub-regions have been delineated through the Miombo woodlands[9] (Angolan Miombo woodlands, Central Zambezian Miombo woodlands, Zambezian Baikiaea woodlands, Eastern Miombo woodlands and Southern Miombo woodlands) that cover about 3,000,000 km² across the Zambezian region of Angola, Democratic Republic of Congo, Malawi, Mozambique, Tanzania, Zambia and Zimbabwe[10]. The Mopane woodlands represent the second most significant type of vegetation in the Zambezian phytoregion, covering approximately 600,000 km². This region includes two sub-areas (Zambezian and Mopane woodlands, and Angolan Mopane woodlands), and is distributed over northern Namibia, southern Angola, Zimbabwe, Botswana, Zambia, Malawi, southern Mozambique and northern South Africa[11]. The Miombo and Mopane woodlands are dominated by species belonging to the Leguminosae[12], which is considered the second most economically important plant family[13]. This family includes over 19,500 species spanning about 770 genera and six subfamilies, namely Caesalpinioideae, Cercidoideae, Detarioideae, Dialioideae, Duparquetioideae and Papilionoideae, many of which establish root-nodule symbiosis with N_2 fixing rhizobia bacteria[14]. The Miombo woodlands are dominated by trees of the genera *Brachystegia*, *Julbernardia* and *Isoberlinia*, while the Mopane woodlands are dominated by *Colosphosperum mopane* (Benth.) Leonard[15]. Most of these trees are under severe ecological pressure, due to logging and charcoal production[16], as well as fires related to animal, human and climate factors[17], which have contributed to the massive degradation of these woodlands and raised the need for their conservation[18]. Furthermore, the importance of trees in providing habitats to invertebrate organisms often receives little attention despite their major role in the provision of pollination, biological control and soil-mediated ecosystem services[19], as well as important economic options for smallholder producers (e.g. honey bees).

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[17] Moura at el **2017** (op. cit.) ; Ribero et at **2008a, b** (op. cit.) ; Ribeiro et al **2015** (op. cit.).

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2)   Sahel/Savannas of West Africa[20]

6.   The Sahel region is naturally dominated by grassland and savanna, interspersed with significant areas of woodland and shrubland, and punctuated with many small but important humid patches such as wetlands and seasonal streams. Sahelian landscapes can host a variety of annual and perennial grasses together with a range of acacia and other trees, which are replaced by shrubs in more northerly zones[21].

7.   The Sahel and Sahara support an impressive array of biodiversity, including a particularly large number of endemic species that are not found elsewhere on the planet. The region includes the Sudanian regional centre of endemism with a high concentration of endemic plants, and western Sudan, for example, is a centre of endemism for gerbils.

8.   Several other rodents are endemic to the region along with other mammals, ten endemic reptiles, and two endemic bird species[22]. Despite its flat topography, the Sahel includes a few mountainous regions that may provide particularly important refugia for endemic and endangered species as well as providing important ecological resources to human populations.

9.   The southern fringe of the soudano-sahelian ecotype bordering the Guinean and the Congo Basin forests is characterised by a mosaic of grass and tree savanna with 3-5% gallery forests. Gallery forests are made up of an assemblage of rainforest species (trees, amphibians, mammals, and insects) that have survived the last episode of forest withdrawal. The gallery forest habitat, which is considered as a biodiversity hotspot, is key to an important array of ecological and economic processes. The forest provides water, rare forest products and plants as well as timber to communities, they bear high cultural and traditional value they also provide refugees and nuclei for natural or assisted habitat and forest regeneration.

10.   In addition to higher rates of endemism than formerly recognised, the region is characterised by narrow and fragmented ranges, often limited to "micro-hotspots" of biodiversity, such as seasonal rivers and ponds. These are areas that are often under the greatest pressure from humans, and yet due to their high value and relative scarcity they can be vital for life on a vast scale. Pastoralist livelihoods, as well as migratory species, depend on these resources and high costs can be incurred when small resource-rich areas are converted to other uses.

11.   The Sahel is notable for supporting long range migrations, not only of ungulates but also of many bird species. Wetlands within the Sahel are particularly important for these migrations, which include intra-African migrations as well as populations that move south from Europe and the Arctic. Niger for example has around 1,000 wetlands estimated to support 1.2 million birds every January and February[23]. Resident biodiversity and habitat is essential to enable these migrations and therefore changes in biodiversity can have far-reaching consequences: for example, many migratory birds rely on the hatching of alates – winged forms of insects, particularly termites – during the wet season, to provide a rich energy source that enables them to complete their migration.

12.   Agrobiodiversity in the Sahel is vital for the livelihoods and the resilience of rural dryland populations. Many crop varieties and livestock breeds have developed in the region through a combination of farmer-based and natural selection over many hundreds of years. They are highly adapted to the specific conditions in which they exist and they are often central to the risk management strategies and local adaptation of rural populations. Comprehensive overviews of agrobiodiversity in the Sahel are not available, but the overall level of agrobiodiversity in Africa is comparatively high, with for example around 150 varieties of cattle, 60 varieties of sheep and 50 of goats[24]. Additionally, crop wild relatives contain the genetic material that confers local adaptation, such as resistance to drought and extreme temperature.

3)   Temperate grasslands, savannas and shrublands of Central Asia (Kazakhstan and Mongolia)

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[20] Davies, J. (2017). Biodiversity and the Great Green Wall: managing nature for sustainable development in the Sahel. Ouagadougou, Burkina Faso: IUCN. xiv + 66 pp.

[21] WWF, 2016. http://www.worldwildlife.org/ecoregions/at0713. Date of access 07/06/2016

[22] WWF, 2016. http://www.worldwildlife.org/ecoregions/at0713. Date of access 07/06/2016

[23] Brouwer, J., **2014**. Wetlands in Drylands in the Sahel: the urgent need for good joint governance. In Herrera, P., Davies, J. and Manzano, P., 2014 (eds.). The Governance of Rangelands: Collective action for sustainable pastoralism. Routledge, UK

[24] Bonkoungou, 2004. Biodiversity in Drylands: Challenges and Opportunities for Conservation and Sustainable Use. The Global Drylands Partnership: CIDA, UNSO, UNDP/GEF, IIED, IUCN, WWF and NEF. http://162.13.195.60/sites/dev/files/content/documents/biodiversity-in-the-drylands-challengepaper_0.pdf

13.   This biome includes a large number of ecoregions, such as the Eastern European forest steppe, the Pontic steppe, the Kazakh forest steppe, the Kazakh steppe and the Mongolian-Manchurian grasslands: to the north, steppes generally give way to forest ecoregions (boreal forests, conifer forests, mixed forests and taiga) and to the south to deserts and semi-deserts.

14.   The Eastern Mongolian Steppes are home to the largest remaining intact temperate grasslands of the Earth. This ecosystem is characterized by treeless flat steppes, gently rolling hills, wetlands, and interlinkages with the Khyangan Mountain Range all the way to the border with the People's Republic of China. The Eastern Steppes are an exceptional ecoregion within the vast Eurasian Steppes, spanning from the European Pannonian Steppe to the Mongolian-Manchurian grasslands, due to its intactness, relatively high altitude and northern latitude. Its main distinctive characteristic compared to other steppe ecosystems is that it is dominated by grasslands across thousands of square kilometres, with some species of bush and shrubs. 25 species of mammals, 174 species of birds, 2 species of amphibians and 5 species of reptiles have been recorded. The herds of an estimated 1.5 to 2 million Mongolian white-tailed gazelles (*Procapra gutturosa*) are an inseparable element of the ecosystem, both inhabiting and shaping it. It is also home to a number of Asian species such as raccoon dog (*Nyctereutes procyonoides*), transbaikal zokor (*Myospalax psilurus*), and Asian particolored bat (*Vespertilio sinensis*). The Eastern Mongolian Steppes also represent the eastern limit of the Central Asian mountain ranges, and the most eastern extremity of the habitats for a number of species including goitered gazelle (*Gazella subgutturosa*), Argali sheep (*Ovis ammon*), Mongolian marmot (*Marmota sibirica*), five-toed pygmy jerboa (*Cardiocranius paradoxus*), Kozlov's pygmy jerboa (*Salpingotus kozlovi*), long-eared hedgehog (*Hemiechinus auritus*) and great bustard (*Otis tarda*)[25].

15.   The steppes of Kazakhstan, together with those of the Russian Federation, encompass the world's largest dry steppe region. Before the 1950s, when large territories were ploughed for crops, this steppe was a continuous grassland belt stretching across Central Asia from the Ural River in the west to the Altai foothills in the east. In spite of its relatively small number of endemics, this ecoregion is globally important because it supports the largest populations of several rare and imperiled species. Lakes provide sanctuaries for diverse and rare species of waterfowl, great amount of migratory birds from different parts of the world are nesting and feeding in protected wetland areas, such as Kourgaldzhin and Tengiz Lakes. The largest northern population of pink flamingo (*Phoenicopterus roseus*) is found here[26].

16.   The following animals from this ecoregion included in the IUCN Red Data List: (1) Mammals (global ranks in parentheses): corsac fox (*Vulpes corsac*) (DD), saiga antelope (*Saiga tatarica tatarica*)(VU A1), giant mole-rat (*Spalax giganteus*), (VU A1c), steppe pika (*Ochotona pusilla*) (VU A1cd, C2a), bobac marmot (*Marmota bobac*) (LR/cd), ground squirrel (*Spermophilus major*) (LR/nt), birch ouse (*Sicista subtilis*) (LR/nt), migratory hamster (*Cricetulus migratorius*) (LR/nt); and (2) Birds: white-headed duck (*Oxyura leucocephala*) (VU A2e), imperial eagle (*Aquila heliaca*) (VU C2a), lesser kestrel (*Falco naumanni*) (VU A1ace), pallid harrier (*Circus macrourus*)(LR/nt), great bustard (*Otis tarda*) (VU A2c), little bustard (*Tetrax tetrax*) (LR/nt), black-winged pratincole (*Glareola nordmanni*) (LR/nt) and sociable plover (*Vanellus gregarius*) (VU A1ac, C1+2a)[27].

Threats

1)   Miombo-Mopane
17.   The ecological dynamics of Miombo-Mopane are strongly influenced by a combination of climate, disturbances (e.g., drought, fire, grazing, and herbivory primarily by elephants), and human activities. The growing population in the region over the last 20–25 years has resulted in increased woodland degradation and deforestation. Slash-and-burn agriculture and charcoal production are the major causes of forest loss and degradation[28]. Additionally, the region is experiencing several major investments in mining, commercial agriculture, and infrastructures, which have further increased the pressure on the woodlands.[29]

18.   Changes in global climatic patterns constitute another major threat for these ecosystems. These are mainly characterized by more extreme wet and dry seasons as well as with extreme temperatures, which may change disturbance

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[25] https://whc.unesco.org/en/tentativelists/5946/
[26] https://www.worldwildlife.org/ecoregions/pa0810
[27] IUCN 1996. IUCN Red List of Threatened Animals. Gland, Switzerland.
[28] Marunda et al **2010** (op. cit.). Ribeiro et al **2015** (op. cit.). Linder **2001** (op. cit.). Linder **2014** (op. cit.). Olson et al **2001** (op. cit.)
[29] Maquia, Ivete, et al. **2019** (op. cit.). Burgess et al **2004** (op. cit)

regimes (e.g., fire, shifting cultivation) and thus the prevailing biodiversity status. For example, there is predicted to be a 5–15% reduction in precipitation for Southern Africa, while it is hypothesized that the combined effect of climate changes and disturbances may cause the loss of ca. 40% of the woodlands by the middle of the century[30]. In line with these predictions, field studies combined with remote sensing and Geographic information system (GIS) methodologies suggest a decline in vegetation richness of 10–30% across Sahel and a southward shift of Sahel, Sudan, and Guinea zones due to shifts in temperature and precipitation regimes[31].

2) *Sahel/Savannas of West Africa[32]*

19. Human activity has significantly modified the Acacia bushland of the Sahel over many centuries, through the use of fire as a management and hunting tool, as well as through cultivation and other interventions. In recent decades, the Sahel has witnessed dramatic declines in populations of many of its large mammals. This is largely the result of human activities, including conversion of habitat to crop cultivation, and over-hunting. Since biodiversity loss is closely associated with human pressure, the impacts are often lower in more sparsely populated areas: nevertheless, some experts project that the Sahel region will be more affected by habitat destruction in the coming century than almost anywhere else on earth, with decreasing species abundance and a number of species extinctions[33].

20. The diversity of larger mammals in the Sahel has declined dramatically over the past two centuries. According to the IUCN Redlist of Threatened Species, the scimitar-horned oryx (*Oryx dammah*), formerly widespread through the region, is presumed to be extinct in the wild and there have been no confirmed reports of any wild oryx since 1988. Several gazelles were formerly widespread, including the critically endangered Dama gazelle (*Gazella dama*), and the vulnerable dorcas gazelle (*G. dorcas*) and red-fronted gazelle (*G. rufifrons*). These species play an important role in seed dispersal and their decline can have knock-on effects on regeneration of vegetation, species composition and structure[34]. The desert antelope (*Addax nasomaculatus*) is listed as critically endangered by the IUCN Red List and numbers only around 100 individuals.

21. Megafauna has historically played a major role in shaping biodiversity and influencing ecosystem structure and function in dryland regions. Sahelian megafauna has declined throughout the region and is entirely absent from large areas. A number of species, such as the Western black rhino (*Diceros bicornis longipes*), have already disappeared from the subregion, while the African elephant (*Loxodonta africana*) has declined dramatically. Elephant numbers have been particularly affected by habitat loss due to conversion of rangelands to crop lands, unregulated deforestation, and the development of roads that have opened up areas of pristine habitat to hunters. African elephants were widely distributed across the Sudano Sahelian range as recently as the 1950s, but their population is increasingly confined to a few protected areas. The protected area complex formed by the Gourma Reserve in Mali and the Partial Sahel reserve in Burkina Faso, for example, hosts the most northern elephant population in Africa with 600 individuals, migrating between the two areas[35].

22. As herbivore populations have declined, so too have the populations of many large predators. Lion (*Panthera leo*) and cheetah (*Acinonyx jubatus*), for example, were formerly dispersed throughout the region but are now categorised as vulnerable, having largely disappeared from the region. Lions in West Africa fare less favourably than those in Africa as a whole, and their regional status is classified as Critically Endangered: lion populations in West Africa are now estimated

[30] LPWG **2017** (op. cit.).

[31] Moura, Isabel, et al. "Biodiversity studies in key species from the African Mopane and Miombo Woodlands." Genetic Diversity; Bitz, L., Ed.; IntechOpen: London, UK (**2017**): 91-109.

[32] Davies, J. (**2017**). Biodiversity and the Great Green Wall: managing nature for sustainable development in the Sahel. Ouagadougou, Burkina Faso: IUCN. xiv + 66 pp.

[33] Leadley, P., Pereira, H.M., Alkemade, R.,Fernandez-Manjarrés, J.F., Proença, V., Scharlemann, J.P.W., Walpole, M.J., **2010**. Biodiversity Scenarios: Projections of 21st century change in biodiversity and associated ecosystem services. Secretariat of the Convention on Biological Diversity, Montreal. Technical Series no. 50, 132 pages.

[34] Mallon, D.P., Hoffmann, M., Grainger, M.J., Hibert, F., van Vliet, N. and McGowan, P.J.K., **2015**. An IUCN situation analysis of terrestrial and freshwater fauna in West and Central Africa. *Occasional Paper of the IUCN Species Survival Commission No. 54*. Gland, Switzerland and Cambridge, UK: IUCN. x + 162pp.

[35] Bouché, P., Douglas-Hamilton, I., Wittemyer, G., Nianogo, A.J., Doucet, J-L., Lejeune, P. and Vermeulen, C., **2011**. Will Elephants Soon Disappear from West African Savannahs? *PLOS*, June 22, 2011. http://dx.doi.org/10.1371/journal.pone.0020619

at 406 individuals[36]. Populations of large birds (ostrich, cranes, raptors, bustards) have also declined severely across the Sahel and populations of large raptors have collapsed outside of Protected Areas. Six out of seven species of vulture occurring across the Sahel and savanna zones are threatened[37].

23. Human population growth combined with increasing wealth and investment are the major factors behind biodiversity declines in the Sahel. Agriculture is one of the leading causes of land degradation, contributing to widespread clearance of land, over-exploitation of soil, and a downward spiral of productivity, poverty and biodiversity loss. Conversion of forest and rangelands to crop farming is driven by increasing demand for food and low rates of productivity growth on existing farmland. Industrial agricultural has often replaced locally-adapted farming practices in which farmers sought to protect soil organic matter and moisture. It has frequently replaced local crop breeds that are highly resistant to drought with "improved" breeds that offer higher total productivity when sufficient chemical inputs are used, but which are more likely to fail in drought years, leaving farmers exposed to dangerous risks of poverty and destitution. Industrial agriculture has also tended to exploit scarce resources like water at high intensity on very small areas of land (i.e. through irrigation projects) leaving the much larger landscape more waterstressed. A further contributing factor is grazing mismanagement, which may either take the form of over-grazing, or in some cases modifications to herd movement and management strategies which may disrupt the patterns of herbivore action on which many rangeland ecosystems depend[38].

24. The heavy reliance on wood fuel in the Sahel ensures that wood extraction is a significant cause of degradation and biodiversity loss. Forests are also cleared for small and large scale farming, including for production of commercial crops. Over-extraction of wood is also driven by external pressures, including global demand for wood. In addition to reliance on wood, many people harvest non-timber forest products and wildlife from the Sahel, for food, medicine, construction and other uses. The reliance on biodiversity for economic purposes is a leading threat to biodiversity in the region[39]. Hunting and poaching are contributing to significant species losses and these losses are closely correlated to population growth.

3) Temperate grasslands, savannas and shrublands of Central Asia (Kazakhstan and Mongolia)[40]

25. Livestock overgrazing and rangeland degradation pose a serious challenge to biodiversity conservation on the steppes of Mongolia and emanate from a number of interrelated factors. Following the rapid rise in livestock numbers since the 1990s, land degradation and desertification expanded, especially in the more marginal desert-steppe and desert regions[41]. In 2001 government officials reported that >70% of Mongolia was at least marginally degraded and 7% was seriously degraded. By 2007 the Mongolian government had increased their estimates of seriously degraded land to 9.0% of its land base, or some 14.08 million ha[42]. Most of the degraded land occurred on pasturelands, with some 12.31 million ha (9.8%) of steppe pasturelands designated as seriously degraded. As livestock numbers increase, they eventually degrade

[36] Henschel, P., Coad, L., Burton, C., Chataigner, B., Dunn, A., MacDonald D., Saidu Y., Hunter L.T.B. (**2014**). The Lion in West Africa Is Critically Endangered. *PLoS ONE* 9(1): e83500. Doi:10.1371/journal.pone.0083500

[37] Mallon et al **2015** (op. cit.).

[38] Davies **2017** (op. cit.)

[39] Brito JC, Godinho R, Martínez-Freiría F, Pleguezuelos JM, Rebelo H, Santos X, Vale CG, Velo-Antón G, Boratyński Z, Carvalho SB, Ferreira S, Gonçalves DV, Silva TL, Tarroso P, Campos JC, Leite JV, Nogueira J, Alvares F, Sillero N, Sow AS, Fahd S, Crochet PA, Carranza S., **2014**. Unravelling biodiversity, evolution and threats to conservation in the Sahara-Sahel. *Biol Rev Camb Philos Soc*. Feb, 89 (1):215-31. doi: 10.1111/brv.12049. Epub 2013 Jul 13.

[40] Reading, Richard P.; Bedunah, Don; and Amgalanbaatar, Sukh, "CONSERVING MONGOLIA'S GRASSLANDS, WITH CHALLENGES, OPPORTUNITIES, AND LESSONS FOR NORTH AMERICA'S GREAT PLAINS" (**2010**). Great Plains Research: A Journal of Natural and Social Sciences. 1080. http://digitalcommons.unl.edu/greatplainsresearch/1080

[41] UNDP (United Nations Development Programme) **2000**. Human Development Report: Mongolia 2000. Government of Mongolia and United Nations Development Programme, Ulaanbaatar, Mongolia. MNE (Ministry of Nature and Environment). **2001**. State of the Environment Mongolia 2002. United Nations Environment Programme, Klong Luang, Thailand. Amgalanbaatar, S., R.P. Reading, B. Lhagvasuren, and N. Batsukh. **2002**. Argali sheep (*Ovis ammon*) trophy hunting in Mongolia. *Prineos* 157:129-50. Ykhanbai, H., E. Bulgan, U. Beket, R. Vernooy, and J. Graham. **2004**. Reversing grassland degradation and improving herders' livelihoods in the Altai Mountains of Mongolia. *Mountain Research and Development* 24:96-100.

[42] NSOM (National Statistical Office of Mongolia). 2008. Mongolian Statistical Yearbook 2007. National Statistical Office, Ulaanbaatar, Mongolia.

Mongolia's rangelands (as they already have in many parts of the country, especially the more semiarid rangelands), with negative effects for future grazing by livestock and wildlife[43].

26. The large increases in livestock, lack of control of grazing lands, and the poor economy of Mongolia have all contributed to a lack of capacity to manage grazing lands in a sustainable way. In addition, the shift in the composition of Mongolia's livestock herd from primarily sheep-dominated to primarily goat-dominated could significantly impact the conditions of the nation's rangelands and wildlife conservation: goats often browse plants that have low value to sheep or cattle, but may be a food source for wild ungulates or may protect the soil following heavy grazing by sheep or cattle. Goats also prefer foraging on rougher land, eat a wider range of plant species, eat more browse, and travel longer distances in search of preferred forage than do other domestic ruminants. These differences suggest that the change from sheep- to goat-dominated rangelands will alter vegetation conditions.

27. Both the significant declines in ungulate populations and the virtual cessation of the traditional patterns of Kazakh pastoralism have drastically altered conditions in the steppe. The nomadic way of life involved the seasonal migration of domestic herds which helped to minimize or avoid the overgrazing of specific locations, while ensuring adequate grazing capacity for both livestock and wild ungulates that maintained the grasslands and their characteristic species compositions. The parallel processes of wildlife overhunting and the abandonment of traditional pastoralism have led to dramatic shifts in grazing levels and patterns, with some areas experiencing significant declines in grazing pressure, while others, near what are now permanent settlements, have experienced excessive grazing. In turn, the steppe has seen massive changes in grassland vegetation, with subsequent impacts on many species of mammals and birds, including globally significant steppe breeding birds such as the vulnerable Great Bustard and the now critically endangered Sociable Lapwing[44].

28. The environmental challenges faced in each of the target countries and landscapes are summarized in Table 1: these challenges are presented in detail their respective project documents.

Table 1. Summary of environmental challenges faced by the target countries and landscapes, according to the threats analyses carried out by the child projects

Country/ landscapes	Threats
Angola (Okavango and Cunene river basins)	A total of 717,274 ha of the original [Mopane-Miombo] tree cover of 16,105,840 ha was lost between 2000 to 2017 and converted to cropland and pasture. Cropland increased by 5% from 1995 to 2015 mainly north west of the Okavango landscape (converted from forest land) and in the central and western part of the Cunene basin (converted from grassland) with an area of 741,092,283 ha. Additionally, the reduction of communal rangelands due to the expansion of private enclosures for livestock production and agriculture coupled with land degradation increase conflicts between farmers and livestock keepers
Botswana (Miombo-Mopane landscapes of North-east Botswana)	The Mopane-Miombo woodlands of northern Botswana are the part of the country where most of forest and land degradation occur, mainly due to the expansion of crop land, the unsustainable growth of livestock, the overharvesting of NTFP, the expansion of settlements, and uncontrolled fires. Forest cover in Botswana has declined from 23.6 % in 1990 to 19.7 % in 2010. The main identified drivers of degradation are the increase in population and the widespread economic inequity and poverty of rural communities, which will likely be exacerbated by the negative impact of climate change – increased drought, heat waves and decreased annual rainfall.
Burkina Faso	The major environmental problems facing Burkina Faso are (i) the recurrent floods, droughts, strong winds, increased temperature and high variability in the duration of the rainy and dry seasons. and (ii)

[43] Ykhbanbai et al **2004** (op. cit.). Reading, R.P., D.J. Bedunah, and S. Amgalanbaatar. **2006**. <u>Conserving biodiversity on Mongolian rangelands: Implications for protected area development and pastoral uses</u>. In Rangelands of Central Asia: Transformations, Issues, and Future Challenges (January 2004, Salt Lake City, RMRS-P-39), comp. D.J. Bedunah, E.D. McArthur, and M. Fernandez-Gimenez, January 2004, Salt Lake City, RMRS-P-39. U.S. Department of Agriculture, Forest Service, Rocky Mountain Research Station, Fort Collins, CO. Okayasu, T., M. Muto, U. amsran, and K. Takeuchi. **2007**. <u>Spatially heterogeneous impacts on rangeland after social system change in Mongolia</u>. *Land Degradation and Development* 18:555-66.
[44] The Kazakh Steppe: Conserving the world's largest dry steppe region. IUCN/WCPA. https://www.iucn.org/sites/dev/files/import/downloads/us_size_kazakh_concept_note__final_apr_1.pdf

Country/ landscapes	Threats
	the advance of the northern desert into the savannah. This trend toward desertification has been increased by overgrazing of pasture, slash-and-burn agriculture, and overcutting of wood for fuel.
Kazakhstan	According to the Kazakhstan Ministry of Agriculture, 70 percent of the country is considered degraded, including the dried Aral Seabed. Most degraded territories are arid zones with saxaul forests, steppes and agricultural dryland. The forest ecosystem's fragility dictates a cautious policy in the management of this resource. The government is looking to considerably expand the livestock sector on the one hand, and to expand forests and resilient restoration of forest landscapes on the other hand.
Kenya (southern rangelands)	The demand for forest products in Kenya is projected to increase by 43.2%, poles (58.2%), firewood by (16.1%) and charcoal (17.8%) by 2022. The supply and demand projections clearly indicate that the country will face acute shortages of forest products in the near future. High potential areas struggle from intense cultivated agricultural production, reduced land sizes and population pressure. 84% of Kenyans rely on forest biomass for their domestic energy. There are approximately 350,000 charcoal producers in Kenya. Kenya's 2015 GHG emissions were 85m tCO_2e, the majority coming from land-use, agriculture and forestry. While 60% of the national livestock is concentrated in 31 Districts of the drylands, returns remain low resulting in low off-take and highly unplanned grazing systems. In these drylands, water resources are dwindling. Only 40% of the population have access to potable water. Loss of forest resources, general land degradation and desertification result, brought about by unsustainable land management practices such as over-cultivation, over-grazing, deforestation and poor irrigation practices. Environmental, economic and social losses result further in household poverty, poaching, sub-division and selling off of customary land, forced migration and conflict over dwindling drylands resources.
Malawi (Miombo and Mopane woodlands in Balaka, Ntcheu, and Mangochi districts)	The target area is one of the most densely populated areas of Malawi, and this population relies heavily on forest and agricultural resources for their livelihoods. Poor land management and unsustainable practices – deforestation for firewood or charcoal, and land clearing and fire for agricultural expansion – are causing soil nutrient loss and soil erosion. This results in the sedimentation of rivers, reduced crop yields, food and fish production, and revenue from ecotourism, fishing and hunting. Climate change through increased temperature and erratic rainfalls accentuate these negative impacts, including through the reduction of crop yields of grain and biomass . In addition, ecosystem degradation is leading to increased pollution, higher risk of invasion by alien species and biodiversity loss
Mongolia	Approximately 90% of Mongolia is highly prone to desertification . 57% of Mongolia's grasslands are degraded to some degree , and the annual cost of land degradation is estimated at $2.1billion. The Mongolian Eastern Steppe, covering 27.3 million hectares, is one of the world's largest remaining grassland ecosystems and hosts critical ecosystem of global environment importance. Land degradation severely influences livelihoods in the steppes, limiting availability of vital functioning ecosystem services and driving local poverty, migration and user conflict. A biodiversity gap analysis of the area identified five major threats, with human and livestock footprints as the most pressing drivers. Livestock overstocking, increasing impacts from mining operations, and climate change pose pronounced threats to Eastern Steppe.
Mozambique	Species invasion, predominately linked to poor management has resulted in rapid deforestation and degradation. The main deforestation and degradation factors that will need to be adressed are slash-and-burn agriculture, wood extraction, trade in timber, fires of unnatural causes, population growth, encroachment and land tenure conflicts. Forest-related climate change mitigation and adaptation needs will also be addressed, so as to increase resilience of rural communities and reduce forest fires and pest outbreaks.
Namibia (northern Mopane-	The most significant environmental challenge in the targeted Miombo/Mopane woodlands are land use changes caused by the conversion from grassland to cropland and a general loss of trees and ecological value of forests. Direct drivers for land degradation include agricultural expansion,

Country/ landscapes	Threats
Miombo belt)	charcoal production and overgrazing, which contribute to the loss of soil carbon and of biomass, resulting in biodiversity loss. Land degradation is accelerated by climate change and indirectly driven by population pressure. In the last ten years, temperatures in Namibia have been rising at three times the global mean increase reported for the 20th century, while rainfall received throughout the country has been low in the last 10 years, characterized by short duration and high intensity rain storms. North and central Namibia will suffer the highest increase in temperature and decrease in precipitation over the period 2036-65[45].
Tanzania (Central Zambezian Miombo woodlands)	The Central Zambezian Miombo woodlands are increasingly being degraded by shifting cultivation with inadequate rotational fallow periods, overgrazing, charcoal production and uncontrolled fires. Irregular rainfalls are further increasing the negative effects of these practices. Land productivity is therefore decreasing while the population is rapidly increasing.
Zimbabwe (Save and Runde catchments)	A detailed assessment of the targeted landscape revealed major loss of grassland and tree cover, and significant expansion of cropland. Causes of deforestation and degradation include conversion to agriculture, settlement expansion, unsustainable harvest and extraction of forest products (particularly woodfuel), veldt fires, illegal mining and invasive species. As a result, nearly half of the landscape (1,474,960 ha) is affected by declining productivity

29. The global COVID-19 crisis has the potential indirectly to exacerbate many of these threats, by, for example:

- Leading dryland inhabitants (both women and men) to increase pressures on resources and ecosystems, as a survival strategy in response to reductions in their access to income and food due to "lockdowns" and the broader economic downturn resulting from the crisis;
- Leading to increased pressures on natural resources and ecosystems as part of recovery strategies following the economic impacts of the crisis (resulting both from the downturn and from the impact on Government budgetary resources of investments in healthcare and the mitigation of social impacts);
- Resulting in decreased investment in sustainable land/ecosystem management, due to lockdowns and security measures imposed by COVID-19.

The contribution of the Global Coordination Project (GCP) to addressing the threats

30. By fostering transboundary outreach, scaling (up, out[46]), continuous stakeholder engagement, system-wide capacity development, as well as coordination, this Global Coordination Project (GCP), working in association with the child projects in the 11 countries, responds to the transboundary and regional nature of many of the threats and challenges described above. As described in the Program Framework Document (PFD) for the DSL IP, these transboundary and regional issues include regional demographic flows (seasonal or permanent migration), regional economic connectivity and globalisation, transboundary transhumance, ecoregional biological connectivity, and transboundary flows of environmental impacts and services.

31. By introducing a global, regional and transboundary dimension to investments in tackling these threats, the GCP will help to ensure that the impacts of the program in terms of durable threat reduction are felt and sustained both in the 11 target countries and beyond, in neighbouring countries with similar conditions and challenges.

32. The GCP will thereby increase the overall scale of the impacts of the DSL IP in implementing durable solutions to these threats, so that "the whole will be greater than the sum of the parts": it will also be of concrete benefit to each of the participating countries, allowing them to increase the effectiveness and the durability of the impacts of their child project investments, for example by opening up additional opportunities for them to access regional and global technical and financial resources and markets of relevance to their needs, in support of effective strategies for dryland management that effectively and durably address the threats; supporting them in participating effectively in regional and global dialogues,

[45] TNC, 2015

[46] Scaling Out, Scaling Up, Scaling Deep: Advancing Systems Social Innovation and the Learning Processes to Support it"
https://mcconnellfoundation.ca/wp-content/uploads/2017/08/ScalingOut_Nov27A_AV_BrandedBleed.pdf

with public and private sector actors, on key dryland issues of relevance to them; and, where relevant, allowing them to coordinate effectively with neighbouring countries to address shared and/or transboundary issues.

33. The programmatic approach of the IP, the application in practice of which will be one of the main roles of the GCP, responds to the recognition in GEF-7 Programming Directions that "*Because of the scale of these biomes* [including drylands]*, a comprehensive and large-scale set of investment is needed as **fragmented and isolated projects will not be sufficient** in these large ecosystems to maintain the integrity of these unique and globally important areas… The novelty of this Impact Program resides in the fact that GEF will be aiming at maintaining the ecological integrity of entire biomes by **concentrating efforts, focus, and investments***, as well as **ensuring strong regional cross-border coordination**"[47].

Barriers

34. Specifically, the GCP will focus on addressing the challenges described in the overall PFD theory of change, of "piecemeal approaches to combating land degradation across dryland regions", which constitutes a barrier to the maximization of the effectiveness, efficiency, sustainability and durability[48] of the program as a whole. As highlighted in GEF-7 Programming Directions, "*…SFM investments have been isolated to certain small forest lands across all of GEF's eligible countries with **no sustained vision nor potential for ecosystem or biome level outcomes**. Fragmented and isolated investments while good for small area of forest, fall short of maintaining the integrity of entire biomes where there is that potential*".

35. Specific aspects of this challenge, which constitute the specific challenges or barriers which the GCP will address, are:

1. The selection, prioritisation and coordination of DSL management initiatives are based on narrowly-focused (national) perspectives:

36. Many dryland landscapes and ecoregions transcend national borders. The effectiveness of country-specific approaches to addressing dryland issues may be limited as they fail to take into account social or biophysical processes that cross borders, such as transhumance systems, the movement of human populations due to drought, resource degradation or conflict, spread of invasive species, or the migration of wildlife. The definition at national level of priorities for investment in land degradation and biodiversity conservation may also result in sub-optimal impacts from the limited resources available, particularly if the land resources and biodiversity values of a given ecoregion, for example, are not evenly distributed between the countries where the ecoregion occurs.

2. Full advantage is not taken of technical expertise and opportunities for collaboration in capacity development at regional and global levels

37. By working in isolation, national initiatives in support of dryland sustainable management fail to take advantage of the significant resources of dryland expertise available at global and regional levels (including in many cases in neighbouring countries within the same region). This typically result in the same management approaches that to date have failed to make a transformational change being recycled by the same national actors, with the same limited effectiveness.

38. In addition, capacity development in relation to dryland management is typically carried on a piecemeal basis, focusing principally on one-off training activities for individuals within specific countries, rather than organizational and institutional structures and networks. It typically lacks the systemic approach that is required to promote ownership at national and regional levels, to maximize scale and especially durability of impact (through "communities of practice", knowledge exchange networks and long-term backstopping to ensure that learning is applied), and to take advantage of opportunities for coordination and economies of scale.

3. DSL management initiatives lack mechanisms for building in lessons learned regionally and globally

39. Although there are significant numbers of successful experiences with strategies for the sustainable management of drylands, failure to adequately document, systematize, share and learn from these (and from the mistakes of unsuccessful initiatives) means that new initiatives too often "reinvent the wheel", resulting in the wasteful use of the limited resources

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[47] GEF-7 Replenishment Programming Directions. GEF/R.7/19. April 2, 2018
[48] http://stapgef.org/sites/default/files/publications/DURABILITY_web%20posting_2.pdf

available, are sub-optimally replicated and do not reach the desired scale. There are deficiencies in knowledge flow in both directions: from national initiatives to regional and global hubs, meaning that national experiences are not shared and capitalized on by others; and from regional and global knowledge resources down to dryland countries.

4. Key stakeholders are not effectively engaged in DSL management initiatives at regional and global levels

40. This situation is compounded by limitations in the effectiveness, continuity and strategic focus of the engagement of key dryland stakeholders, especially those that operate at regional and global levels. This represents a missed opportunity for them to contribute their technical knowledge and regional/global vision to the program, to deliver synergies through coordination, and to sustain and scale up program impacts regionally and globally.

5. Insufficient mechanisms for applying a programmatic perspective to monitoring, learning and adaptive management

41. The possibility of applying the programmatic approach effectively, in order to address the previous two barriers, is in turn hindered by the absence of mechanisms for applying a programmatic lens to monitoring: at present, impact monitoring is typically project-specific, or, when it is applied at more macro (regional or global levels) typically sector- or issue-specific. This prevents interventions from being managed adaptively to recognise and respond to, for example, unintended indirect (collateral) impacts of interventions – for example cross-boundary or inter-sector leakages of impacts.

42. These barriers in turn hinder child projects from addressing the **recurring common management challenges in the IP countries**, including:

- Scarcity of participatory (and integrated) rural advisory services: silo/sectoral, supply-focused and non-inclusive extension models, which are facing increased funding gaps.
- Lack of incentives for SLM/SFM interventions
- Common drivers of deforestation and resource degradation, with transboundary scope, such as unsustainable woodfuel production and use
- Lack of comprehensive LD data generated for informed decision making by policy makers and land users on appropriate SLM and SFM interventions (in alignment with the LDN approach) and harmonized (cross-boundary/ecosystem level) monitoring and assessment of child projects' impact (at ecosystem level).
- Inadequate human and institutional capacities for integrated landscape management and governance
- Sub-optimal ownership and commitment to existing LDN initiatives due to sub-optimal and sporadic stakeholder engagement.

43. By addressing these barriers, the GCP will in turn enable the child projects more effectively to address the country-specific barriers to the sustainable management of drylands, thereby increasing the generation of global environmental benefits (GEBs) and social cobenefits, and helping to bring the landscapes targeted by the child projects closer to the situation sought in which they are sustainably managed and restored where necessary.

2) The baseline scenario and any associated baseline projects.

44. The Global Coordination Project (GCP) will build on an extensive baseline including:

- Knowledge hubs at global and regional levels, such as the **Global Landscapes Forum**, the **UNCCD Global Mechanism** and knowledge hub, the **Global Soil Partnership**, the **World Overview of Conservation Approaches and Technologies** (WOCAT, see below), the **Pastoral Systems Knowledge Hub** and the **Agroecology Knowledge Hub**. The GCP will work with these as channels and communities of practice allowing regional and global knowledge to be fed into the program and its constituent child projects, lessons generated and systematically documented through the program to contribute to regional and global knowledge resources, and south-south exchanges of knowledge. All participating countries in the Program have set targets under the **Land Degradation Neutrality Target Setting Programme** of the UNCCD, and have completed or are in the process of developing strategies for implementation. The Program will enhance the capacities of countries to implement these strategies. In addition, the **UNCCD Science-Policy Interface** (SPI) has released the **Scientific Conceptual Framework for Land Degradation Neutrality**: this provides a scientific basis for understanding, implementing and monitoring LDN. It has been designed to create a bridge between the vision and the practical implementation of LDN, including through the LDN Target Setting Programme. The **GEF Scientific and Technical Advisory Panel** (STAP) has also issued guidelines offering

practical help in developing GEF projects which contribute to Land Degradation Neutrality[49]. In addition, FAO is leading the Task Force on Good Practices for Ecosystem Restoration, of which the child projects (with support from the GCP) will be able to take advantage in support of their ecosystem restoration investments, and into which knowledge generated through the projects will be fed.

- Existing regional coordination and implementation mechanisms will be leveraged within the context of this project, such as the **Great Green Wall Initiative** in northern and southern Africa, the **Central Asia Countries Integrated Land Management** (CACILM) Initiative in Central Asia, and the **Southern Africa Development Community** (SADC) in southern Africa. The program, with support from the GCP, will take advantage of these mechanisms for channelling the scaling out of project impacts beyond the borders of the 11 selected countries to other countries in the target regions.

- The **Great Green Wall** is one of Africa's flagship initiatives to combat land degradation and desertification as well as addressing food insecurity and poverty. Endorsed by the African Union in 2007 as the 'Great Green Wall for the Sahara and the Sahel Initiative' (GGWSSI), it brings together more than 20 African countries with international organizations, research institutes, civil society and grassroots organizations. The scope of this effort is now being extended to the Southern African region. The **Action Against Desertification** initiative of the European Union supports these efforts both in the Sahel as well as in Southern Africa.

- The **GEF integrated approach pilot (IAP) on Food Security for Africa** is in many ways the precursor of the Dryland Sustainable Landscapes Program focusing on building resilience through effective management of natural resources that underpin food and nutrition security. The IAP builds on evidence and lessons from around the world that gains in agricultural productivity must be built on healthy soils, diversified production models, landscape level approaches, effective water management, and sustained flows of ecosystem services. The IAP promotes integrated management of natural resources in smallholder agriculture, thereby building and scaling up GEBs across much broader production landscapes.

- The **World Overview of Conservation Approaches and Technologies** (WOCAT) is recognized by the UN Convention to Combat Desertification (UNCCD) as the primary database and repository for sustainable land management (SLM) practices. WOCAT methods and tools support evidence-based decision making for promoting the implementation and upscaling of SLM and contributing to the achievement of Land Degradation Neutrality (LDN) and SDG 15.3, and identifying the status and trends of LD and SLM. There are numerous past and ongoing WOCAT initiatives in the DSL IP countries.

- Investments in sustainable dryland management, restoration and rehabilitation by national Governments and other agencies in neighbouring countries, which the program will target, will be accomplished through outreach and knowledge sharing, as mechanisms for leveraging of impacts beyond the 11 selected countries. These will include for example, investments under the **GEF-6 Food Security Integrated Approach Program (IAP)** in Burkina Faso, Burundi, Ethiopia, Ghana, Kenya, Malawi, Niger, Nigeria, Senegal, Swaziland, Tanzania and Uganda.

- The Drylands Sustainable Landscapes Impact Program (DSL IP) is uniquely positioned to be one of the flagship initiatives in the **United Nations Decade on Ecosystem Restoration**. The GCP through its activities and engagement with relevant stakeholders at country level, regionally, and globally will contribute to overcome barriers and support the achievement of the Decade's vision. The development, under FAO leadership, of the framework on ecosystem restoration monitoring (FERM) in 2020-2021, as a contribution to the implementation of the UN Decade, will provide an opportunity to monitor progress on ecosystem restoration and to identify the related restoration indicators through the generation of normative information and methodological guidance.

- The forest and landscape restoration which also has as objective sustainable management of drylands landscape was elevated on the global agenda in 2011 with the establishment of the **Bonn Challenge**, calling for the restoration of 150 million hectares of deforested and degraded lands by 2020 and 350 million hectares by 2030. The Bonn Challenge was voted the most important forest outcome in a global public poll for the Rio+20 Summit. IUCN's Assembly of Members (more than 1,100 state and non-state members) in 2012 adopted a resolution endorsing the

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[49] https://stapgef.org/guidelines-land-degradation-neutrality

Bonn Challenge and calling for action in support of it. This demonstrates public and political recognition of forest and landscape restoration as a well-established and viable framework for large-scale restoration of deforested and degraded lands. IUCN further developed the Bonn Challenge Barometer in order to track progress towards the implementation by countries of the Bonn Challenge commitments, and progress in restoration efforts. IUCN can support progress in the application of the Bonn Challenge Barometer and identify areas where gaps still need to be filled in terms of policy, capacities and monitoring. IUCN has recently developed and launched the Global Standard for Nature-based Solutions (NbS) such as Forest Landscape Restoration (FLR), and could help provide guidance to develop, implement and scale up protection, restoration or sustainable use actions as responses to the challenges identified in the IP countries and the regions. NbS are defined by IUCN as *"actions to protect, sustainably manage and restore natural or modified ecosystems, that address societal challenges (e.g. climate change, food and water security or natural disasters) effectively and adaptively, simultaneously providing human well-being and biodiversity benefits"*.

3) The proposed alternative scenario with a brief description of expected outcomes and components of the project and the project's Theory of Change.

Value added of the Global Coordination Project (GCP)

45. The Global Coordination Project (GCP) will play a key supporting role in complement to the country-specific child projects that make up the remainder of the investment in the IP.

46. The added value of the GCP in relation to the IP and its constituent child projects will be as follows:

- **Deepening and amplifying the results "on the ground" from the child projects** through supporting harmonised approaches on knowledge management, inclusive stakeholder engagement and system-wide capacity development;

- Contributing to the **transformation of dominant paradigms on the management of drylands** among policy makers and practitioners, for example by supporting "communities of practice" and comparative policy dialogues ("scaling deep");

- **Ensuring that child project investments are effectively targeted** and, in a coordinated manner, **address transboundary issues** that affect them;

- Enabling child projects to **access additional technical and financial resources** to which they might not normally have individual access;

- Creating conditions to enable dryland sustainable management approaches and impacts to be **scaled out and up at regional and global level.**

47. The specific forms of interaction between the GCP and country-specific initiatives are portrayed in Figure 3. The GCP will:

- Help to ensure that the country-specific initiatives in each of the IP regions are able to interact effectively with actors and initiatives operating at global and regional levels (including the global private sector) by achieving a "critical mass" of influence and minimizing transaction costs by delivering economies of scale;

- Help to channel technical resources available at global and regional levels to the child projects;

- Support adaptive management with a programmatic perspective, so that child projects are able to respond effectively and adaptively to trends in conditions at regional and global lebels;

- Support the flow of knowledge from child projects to regional and global actors, and vice versa.

Figure 3. Areas of value added of the GCP
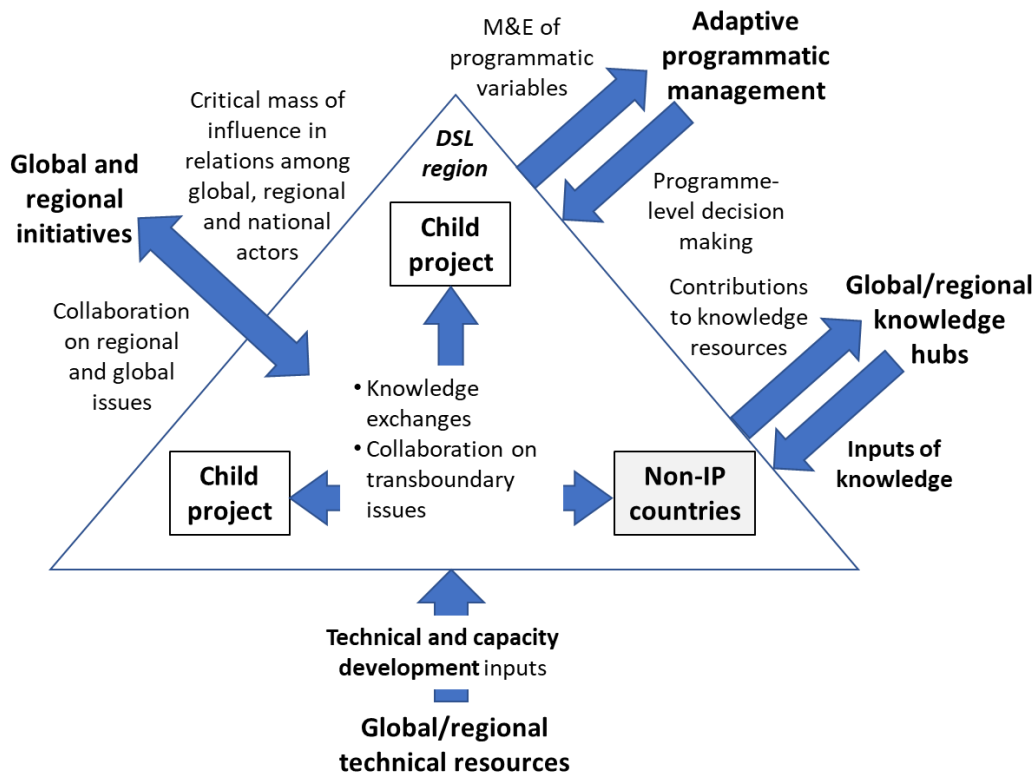
48. The GCP will thereby be of significant benefit to the child projects, contributing to the magnitude and durability of the impacts that they are able to generate, to the benefit of the countries where they are implemented. To achieve this, as well as the overall impacts foreseen at biome level from the IP, it is expected that the target countries will participate actively in the GCP (and the regional-level dialogue, coordination, planning and capacity enhancement that it will support), as required by GEF[50]: "*To ensure coherence and consistency in the overall IP, countries must commit to work closely with the global/regional technical assistance and knowledge management component. This requires allocation of funding to facilitate participation in learning and knowledge exchange activities, as well as other Regional/Global Platform activities as needed, which will strengthen alignment of child projects and increase potential for transformational impact*".

49. While the GCP will have overall programmatic reach across the whole Impact Program, most of the common challenges identified during PPG are in fact regionally-specific. In recognition of this, the GCP will also support regional-level coordination through through Regional Exchange Mechanisms (REMs) in each of its areas of operation (see below for more detail on the functioning of the REMs). The importance of such regional "hubs" is a lesson learned from the Integrated Approach Pilots (IAPs). According to a recent evaluation of the Food Security IAP, "*the main innovation for the three IAP Programs was the development of "hub projects" that functioned as capacity-development, coordination, and knowledge-support platforms or networks toward the other child projects. This was a clear improvement over past programs. The success of the IAPs largely depended on the effective functioning of the hub projects*."

50. The relations between the GCP, REMs and child projects are presented in Figure 4. The REMs in effect constitute regional outposts of the GCP, responding to regionally-specific needs. On the one hand, the GCP and the REMs will jointly complement the child projects by contributing to the scaling out of DSL impacts at regional and global levels; on the other, they (most concretely the REMs) will enhance the effectiveness of the child projects, thereby increasing their cumulative impacts.

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[50] Guidance Note on Operationalizing the GEF-7 Impact Programs. August 30, 2018

Figure 4. Relations between the GCP, REMs and child projects
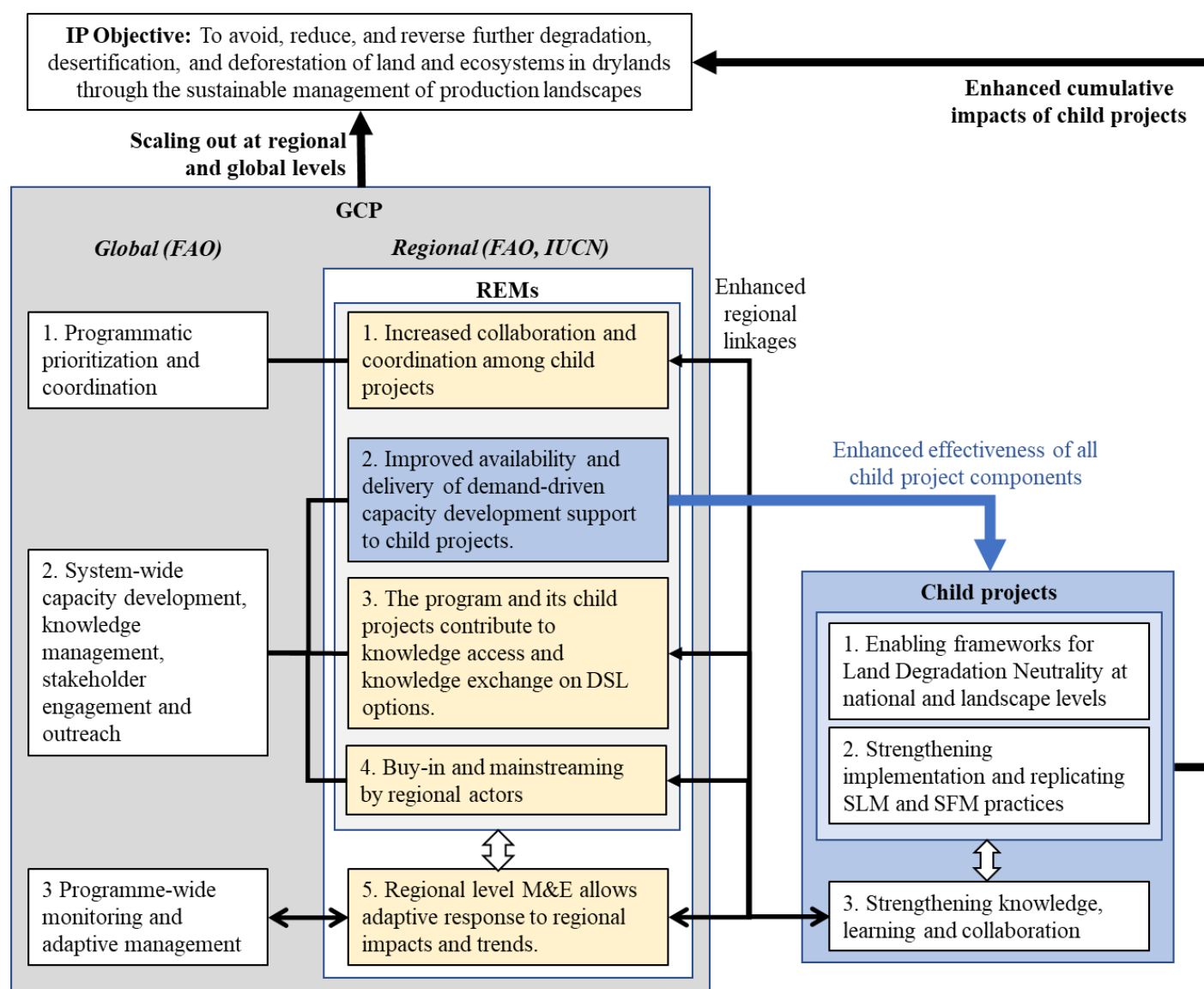
Theory of Change

51. Figure 5 presents a generic theory of change diagram for IP child projects (specific theory of change diagrams for individual child projects are presented in their respective Project Documents), and presents the theory of change for the GCP. A comparison of the two diagrams reinforces the complementarity between the child projects and the GCP, also shown in Figure 3 and Figure 4.

52. As shown in Figure 5, child projects are primarily aimed at delivering impacts within their target landscapes, in terms of sustainable, adaptive and equitable management: also, as a function of their inclusion in the IP, they will contribute where relevant to addressing transboundary issues. Meanwhile, as shown in Figure 6, the GCP will lead to **maximized effectiveness, efficiency and sustainability of IP impacts**, through both **enhanced functioning of the child projects** and **scaling out**: it will also support the child projects in **addressing transboundary issues**, by facilitating transboundary cooperation. These contributions of the GCP to will be optimized through the establishment of Regional Exchange Mechanisms (REMs), described in more detail below, which will allow support to be tailored to regionally-specific conditions.

53. The child projects and the GCP will therefore both contribute to addressing the same threats and drivers, although this will be done directly in the case of the child projects and indirectly (through facilitation and capacity enhancement) in the case of the GCP; and the GCP will allow threats with transboundary and regional dimensions to be addressed in ways that are beyond the scope of the child projects alone.

54. This difference in scope and role means that the child projects and the GCP will also aim to remove different barriers: in the case of the child projects, the barriers are specifically related to limitations in the conditions and capacities at national level needed to address threats to drylands effectively and sustainably; while the GCP will specifically focus on **removing barriers that prevent child projects from taking advantage of regional and global opportunities for collaboration and support** in order to further optimize and scale out their impacts.

55. The assumptions set out in the GCP theory of change, on which the realisation of the changes foreseen depend, may be summarized as follows:

- **Participating country stakeholders are receptive to, will own and be committed to the results of regional prioritisation and coordination processes facilitated by the GCP, and the results of monitoring and evaluation at supra-national level regarding regional trends**. The probability of this assumption being realized will be maximized by seeking to involve target country stakeholders actively from the start and on an ongoing basis in the processes of prioritisation and coordination, including an initial programme of cross-IP outreach events to raise awareness and common understanding among stakeholders of the benefits that they can expect from buying in. Moreover, the GCP will apply a system-wide capacity development approach to enable and empower country stakeholders thus maximizing ownership, commitment and mutual accountability for results.

- **Technical and financial resources are available at regional and global levels to support child projects, and activities at regional levels**. FAO is uniquely placed to provide and channel technical resources in a wide range of relevant fields, and is also well placed to facilitate countries' access to financial resources from diverse sources.

- **Target countries are responsive to scaling out, up and deep**: the GCP will maximize the probability of this responsiveness by developing and applying in-depth strategies for stakeholder outreach approaches at global level and in each of the target regions within which scaling out is expected to occur; it will also support individual child projects in developing their outreach strategies.

56. The GCP will provide methodological support to child project teams to enable them to analyse and monitor the implications of these factors in practice for the programme, and how they evolve over its lifetime, with a particular focus on issues with typically deep social and cultural roots such as openness to participation and collaboration. This will provide a valuable learning opportunity that may guide the approaches applied by future initiatives aimed at upscaling.

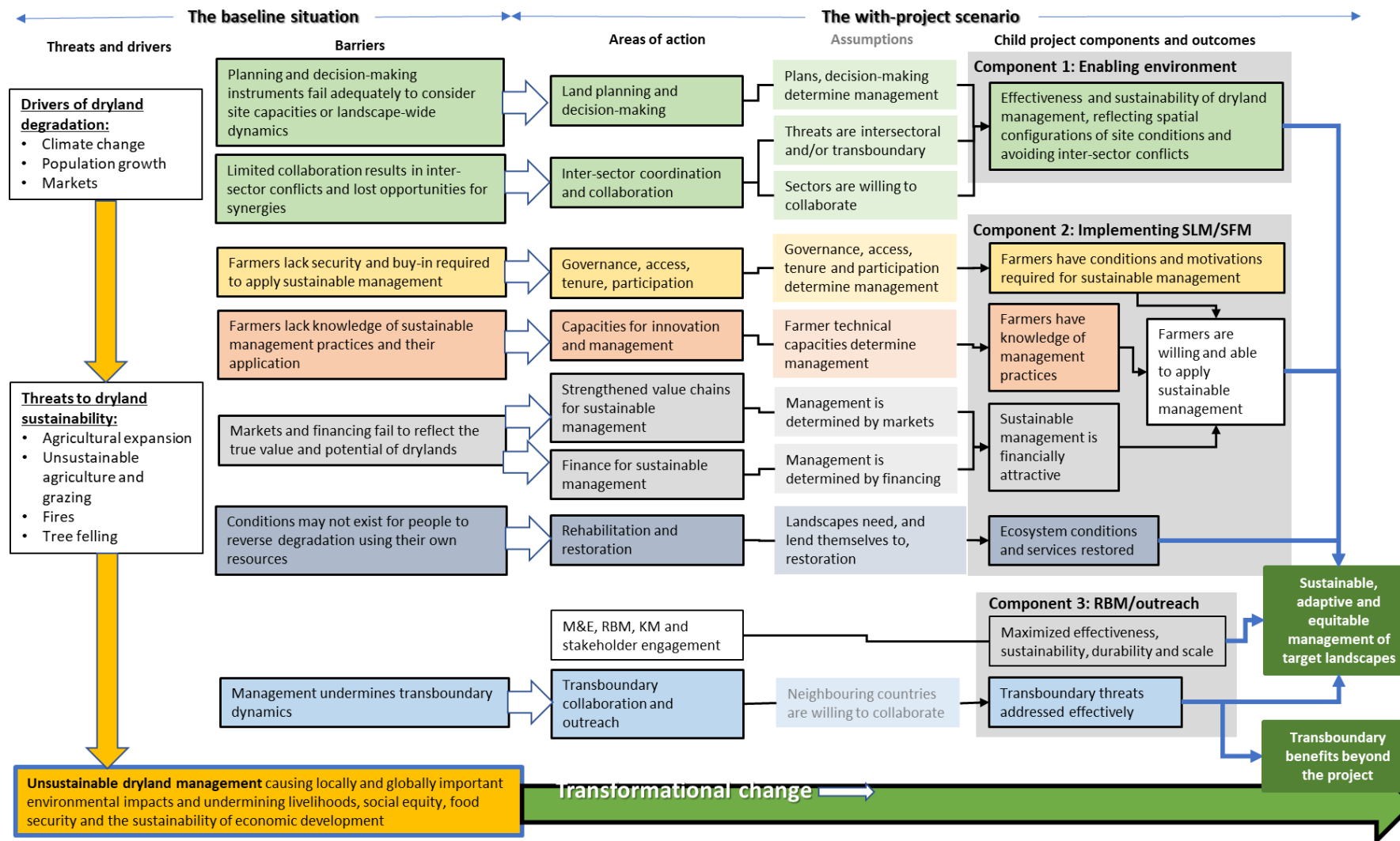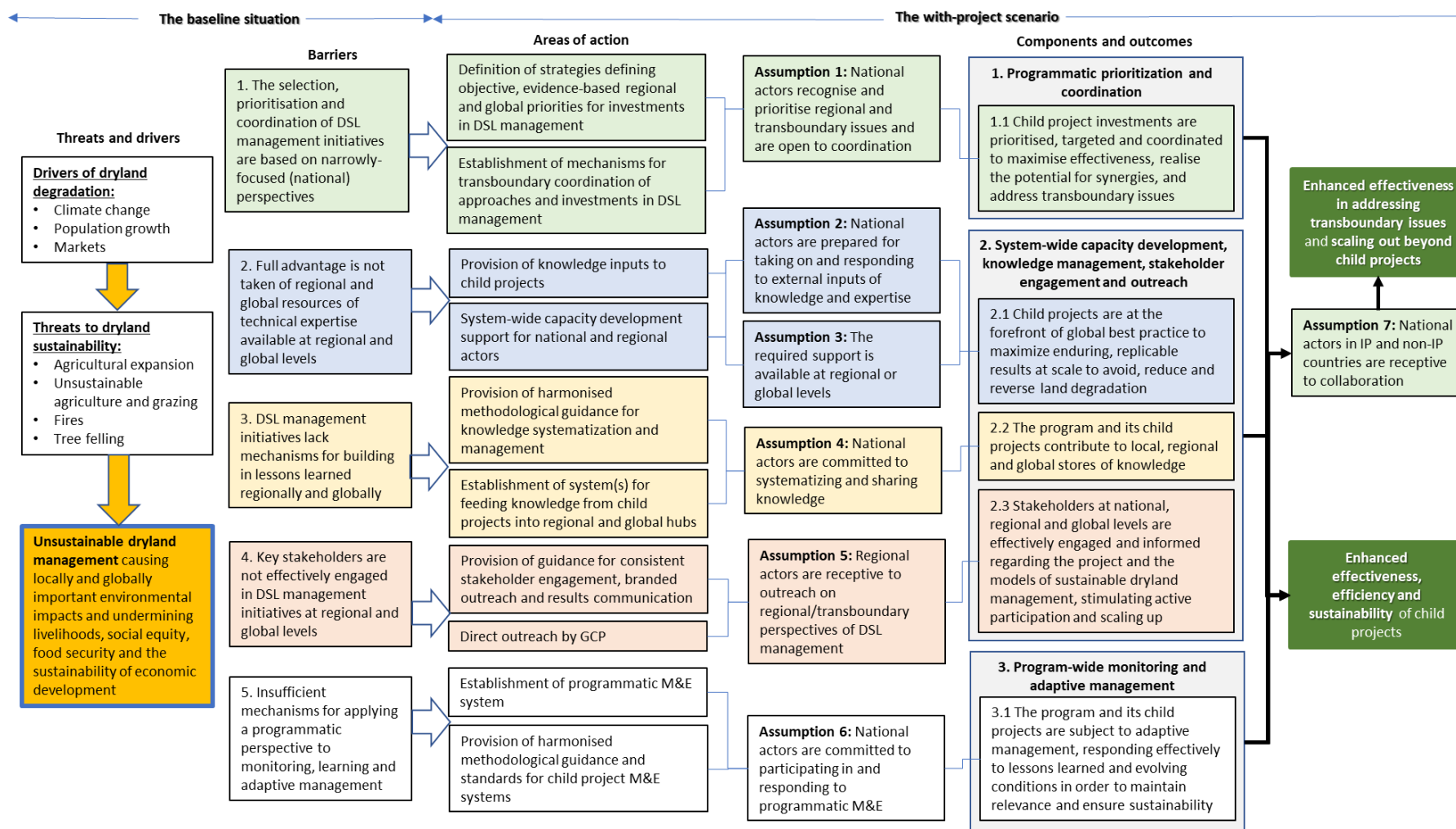**Figure 5. Generic theory of change diagram for IP child projects**

Figure 6. Theory of change diagram for the GCP

The baseline situation ← → The with-project scenario

Threats and drivers

Drivers of dryland degradation:
- Climate change
- Population growth
- Markets

Threats to dryland sustainability:
- Agricultural expansion
- Unsustainable agriculture and grazing
- Fires
- Tree felling

Unsustainable dryland management causing locally and globally important environmental impacts and undermining livelihoods, social equity, food security and the sustainability of economic development

Barriers

1. The selection, prioritisation and coordination of DSL management initiatives are based on narrowly-focused (national) perspectives

2. Full advantage is not taken of regional and global resources of technical expertise available at regional and global levels

3. DSL management initiatives lack mechanisms for building in lessons learned regionally and globally

4. Key stakeholders are not effectively engaged in DSL management initiatives at regional and global levels

5. Insufficient mechanisms for applying a programmatic perspective to monitoring, learning and adaptive management

Areas of action

Definition of strategies defining objective, evidence-based regional and global priorities for investments in DSL management

Establishment of mechanisms for transboundary coordination of approaches and investments in DSL management

Provision of knowledge inputs to child projects

System-wide capacity development support for national and regional actors

Provision of harmonised methodological guidance for knowledge systematization and management

Establishment of system(s) for feeding knowledge from child projects into regional and global hubs

Provision of guidance for consistent stakeholder engagement, branded outreach and results communication

Direct outreach by GCP

Establishment of programmatic M&E system

Provision of harmonised methodological guidance and standards for child project M&E systems

Assumption 1: National actors recognise and prioritise regional and transboundary issues and are open to coordination

Assumption 2: National actors are prepared for taking on and responding to external inputs of knowledge and expertise

Assumption 3: The required support is available at regional or global levels

Assumption 4: National actors are committed to systematizing and sharing knowledge

Assumption 5: Regional actors are receptive to outreach on regional/transboundary perspectives of DSL management

Assumption 6: National actors are committed to participating in and responding to programmatic M&E

Components and outcomes

1. Programmatic prioritization and coordination

1.1 Child project investments are prioritised, targeted and coordinated to maximise effectiveness, realise the potential for synergies, and address transboundary issues

2. System-wide capacity development, knowledge management, stakeholder engagement and outreach

2.1 Child projects are at the forefront of global best practice to maximize enduring, replicable results at scale to avoid, reduce and reverse land degradation

2.2 The program and its child projects contribute to local, regional and global stores of knowledge

2.3 Stakeholders at national, regional and global levels are effectively engaged and informed regarding the project and the models of sustainable dryland management, stimulating active participation and scaling up

3. Program-wide monitoring and adaptive management

3.1 The program and its child projects are subject to adaptive management, responding effectively to lessons learned and evolving conditions in order to maintain relevance and ensure sustainability

Enhanced effectiveness in addressing transboundary issues and scaling out beyond child projects

Assumption 7: National actors in IP and non-IP countries are receptive to collaboration

Enhanced effectiveness, efficiency and sustainability of child projects

Regional Exchange Mechanisms (REMs)

57. With the support of the coordination team of the GCP, and under the overall guidance of the Program Task Force (PTF) for the DSL IP, REMs will be established in the following areas: Central Asia, the Sahel, East Africa, and the Miombo/Mopane region of Southern Africa. The Miombo/Mopane REM in southern Africa will be led by FAO, and those in Central Asia, and the Sahel and East Africa, will be managed by IUCN.

58. Each REM will cover not only the target countries directly participating in the IP, but also neighbouring countries with which there are commonalities of issues and challenges, and to which there is potential for scaling out the impacts generated by the child projects. The additional countries potentially included in the regional mechanisms, other than those that are directly participating in the IP, are proposed because: i) they share similar dryland conditions to those in the IP countries (and so may be targets for knowledge sharing and scaling out), ii) they are either directly adjacent to IP countries or form part of a contiguous block of countries that includes an IP country, and so may provide the opportunity for collaboration on transboundary issues and iii) they feature favourable enabling conditions for participation.

Table 2. Coverage of Regional Exchange Mechanisms (REMs) to be supported by the GCP

Regional Exchange Mechanisms	Countries potentially included in regional mechanisms (IP child project countries in bold)
Southern/central Africa Miombo/Mopane (FAO)	- **Angola, Namibia, Malawi, Zimbabwe, Mozambique, Botswana** - Burundi, Democratic Republic of Congo, Kingdom of Eswatini, South Africa, Zambia
Eastern Africa and the Sahel	- **Tanzania, Kenya and Burkina Faso** - Somalia, Rwanda, Ethiopia, Niger, Mali, Cote d'Ivoire, Ghana, Senegal, Togo, Benin
Central Asia	- **Kazakhstan, Mongolia** - Turkmenistan, Uzbekistan, Kazakhstan, Kyrgyzstan

59. A detailed proposal for the functioning of the Miombo/Mopane REM (one of the key REMs in terms of scale, to be led by FAO) is presented in Annex N, and proposals for the REMs in Eastern and Western Africa and Central Asia, to be led by IUCN, are presented in Annexes O, P and Q. A comprehensive strategy and results framework that would include all of the REMs will be developed jointly between IUCN and FAO during the review stage and finalized in the early stages of implementation.

60. As shown in Figure 4**Error! Reference source not found.**, the REMs will form the principal mechanism for **supporting collaboration** among country projects (including non-IP countries) and for **scaling out** – addressing shared priorities and policy initiatives among countries at transboundary, regional, and global levels. They will effectively foster transfer of innovation, technologies, and approaches as well as galvanize regional commitment for action to ultimately leverage the intended DSL IP country level results.

61. The REMs will work to **streamline flows of information and knowledge** to and between countries. They will function as knowledge hubs (directly, and/or through facilitating access to existing hubs), optimizing the management of information, data, ideas and learning (collective, individual or institutional) through improved sharing, multi-stakeholder networking, capacity development, and at times through crowdsourcing.

62. They will also **coordinate the provision of services** to the child projects, in response to their directly expressed demands[51]: the regionally coordinated provision of outside expertise will represent the most effective and efficient approach to supporting the needs of multiple countries simultaneously, resulting in a harmonized approach to capacity building and addressing common management challenges across these country investments.

63. Sustainability of the REMs will be addressed through close engagement and participation of key regional platforms. The specifics of the institutional arrangements for the REMs will be defined at project start, but it is foreseen that they will be linked to platforms such as the Central Asia Regional Environmental Center (CAREC), the Great Green Wall Initiative (GGWI) or the Southern Africa Development Coordination Conference (SADCC). The linkages between the

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[51]In the case of Malawi, for example, the OFP has specifically requested support from outside experts in LDN, conservation agriculture and agroforestry, seed banks, forest restoration and management, and green value chains (for agricultural products and NTFPs).

REMs and these initiatives and institutions will help them to mainstream integrated regional considerations of environmental sustainability into their approaches and operations – thereby contributing to "scaling deep" of these paradigms at policy level. Where possible they will also be linked to the IAP hubs, allowing them to benefit from existing knowledge and exchange structures.

64. The approach of the REMs to supporting collaboration among projects will be through close alignment with the overall strategy of the GCP and individual IP Projects in the regions. This is based on the fundamental assumption that, to be successful, any such regional knowledge exchange mechanism or 'hub' requires the active participation of the countries involved – and the facilitating role of the regional coordinators of the REMs will be essential in this regard. In addition to playing a key enabling role among IP countries (and including non IP countries wherever possible) it is also expected that, in order to maximize REM-project linkages and buy-in, the regional coordinators will participate as ex-officio members of the Project Steering Committees (PSCs) of the IP countries in their region, as well as reporting to the Program Task Force of the GCP. It is also expected that the participating IP countries (as reflected in their respective project documents, work plans, and GEF guidance) will collaborate actively with the regional coordinators in the development and implementation of the REM strategy. Support for the delivery of the REM strategies and workplans will be drawn primarily from the GCP, complemented by financial and in-kind support from individual IP countries (for instance through travel and local logistical support) in recognition of the benefits that they will obtain from the REMs.

65. The key aspects of the relations and equivalence among the GCP Components, REM Outcomes and Child Project Components are as follows (these are also presented in more detail in the table at the end of Annex N):

- GCP Component 1 and REM Outcome 1 both focus on the promotion of collaboration, coordination and optimal sequencing of IP investments, at global and regional levels respectively, in order to enhance effectiveness, efficiency and relevance at programmatic (regional and global) levels.
- GCP Component 2 equates to REM Outcomes 2, 3 and 4, focusing on system-wide capacity development, knowledge management, stakeholder engagement and outreach.
- Specifically, GCP Outcome 2.1 and the corresponding REM Outcome 2 focus on ensuring that child projects are at the forefront of global best practice, thereby contributing to the effectiveness, durability and scale of their intended results, by optimizing the availability and delivery of the capacity development support that they need: this support is intended to address needs across all of the child project components.
- GCP Component 3, REM Outcome 5 and child project Component 3 focus in particular on supporting and linking M&E at global, regional and project levels, respectively, in order to ensure that cumulative and synergistic impacts are captured across the IP, and also that actions at regional and child project levels are able to respond adaptively to evolving results and conditions at global and regional levels.

66. In accordance with this logic, key features of the Miombo Mopane REM in southern Africa, where the majority of child projects are located, are presented in Annex N.

Project Components, Outcomes and Outputs

67. **Component 1 of the GCP will focus on programmatic prioritization and coordination**, and will deliver programmatic value added in terms of increased effectiveness and cumulative impact of the IP, by ensuring region-wide coordination and informed prioritisation of investments. Its support to inter-country coordination will generate synergies between projects, resulting in increases in cumulative impacts, and limit the risk of duplication, conflicts or transboundary impact leakages. This coordination will take advantage where possible of existing initiatives such as CACILM and the Great Green Wall; inter-governmental organizations such as SADC; transboundary river basin organizations such as the Permanent Okavango River Basin Water Commission (OKACOM), the Zambezi Watercourse Commission (ZAMCOM) and the Buzi, Pungwe and Save (BUPUSA) Tri-basin Project; transfrontier conservation areas; and the UNCCD Secretariat. Support to improved regional prioritisation of investments will be achieved by providing participating countries with science-based regional overviews of conditions, allowing effective region-wide priority setting and targeting.

Outcome 1.1: Child project investments are prioritised, targeted and coordinated to maximise effectiveness, realise the potential for synergies, and address transboundary issues

Output 1.1.1: Strategy documents defining objective, evidence-based regional and global priorities for investments in sustainable dryland management

68. This output will contribute to IP outcome 1.1: *Key sector actors collaborating, coordinating and harmonising policies, plans, actions and investments in relation to sustainable and inclusive dryland management through intersectoral (national or regional) platforms and mechanisms in 11 countries.*

69. The GCP will facilitate:

- The objective, evidence-based definition of priorities for transboundary management units for improved land management, production and restoration, connectivity (corridors) and conservation (protected areas or other area-based conservation strategies)

- The evidence-based regional prioritization of dryland rehabilitation and restoration investments in order to optimize benefits and address trans-boundary factors.

70. The starting point for these processes of prioritization will always be reviews of existing information from prior or ongoing studies, research, regional projects etc., in order to minimize as much as possible the need to generate new data. Where necessary, however, the project will facilitate collaboration with national and regional research institutions and academia to generate highly targeted data of direct relevance to the prioritization processes.

71. In practice, FAO through the GCP will provide oversight, orientation and methodological support to the prioritisation process. Subject to validation of the methodology by participating agencies and countries, it is foreseen that the prioritisation process itself will involve regional and sub-regional multi-stakeholder planning exercises in which all relevant agencies and countries, with each agency contributing tools and data.

72. As detailed in the LDN conceptual framework and GEF STAP guidelines for LDN, these prioritization/planning exercises will require a set of preparatory assessments:

- Land potential and land stratification
- Current land degradation status
- Resilience of current and proposed land uses
- Socioeconomic context, including assessment of gender equality, land tenure, and barriers to participation of women and youth
- Cost-benefit analysis of proposed interventions

73. The value added by the GCP, relative to the individual child projects, will consist of its ability to commission and channel technical studies and geospatial tools to carry out supra-national analyses of biophysical, socioeconomic, political and institutional as well as productive dynamics that transcend national borders. This will allow GEF and other resources to be invested in dryland management, conservation and restoration across entire regions in such a way as to maximize impact and cost-effectiveness, and to identify priority issues and locations where transboundary coordination is needed.

74. Examples include:

- The definition of regional priorities for biodiversity conservation, for example in terms of hotspots with high concentrations of endemic or endangered species, or vital habitat/refugia areas for wildlife, in order to ensure that scarce conservation funds are preferentially invested in these locations;

- The identification, and prioritisation for investment, of transboundary biological and productive processes that transcend boundaries, such as biological corridors and transhumance routes;

- The identification and characterisation of transboundary/regional flows of ecosystem services, and the prioritisation of incentives and investments in their maintenance, such as regionally-important aquifer recharge areas, transboundary river sources (upper catchments), or areas where land degradation is having particularly significant negative impacts on regional hydrological flows or social/productive dynamics.

75. Support by the GCP to the definition of regional priorities for investment in restoration will also contribute to IP outcome 2.4: *Direct investment in dryland rehabilitation and restoration.*

Output 1.1.2: Mechanisms for transboundary coordination of approaches and investments in sustainable dryland management

76. Activities under this output will go beyond the definition of regional priorities under Output 1.1.2, to supporting child projects in putting transboundary coordination and collaboration into practice. The project will take advantage wherever possible of existing initiatives and platforms (see Box 2 below) to facilitate this coordination.

- *Transboundary management*

77. This output will contribute to IP outcome 1.4: *All relevant actors throughout the target regions are collaborating across borders on the definition, establishment and management of transboundary management units for improved land management, production and restoration, connectivity (corridors) and conservation (protected areas).* Examples of results of this collaboration include the following:

- Rangelands are managed to permit the continuity of sustainable forms of transboundary systems of landscape use, production and livelihood support, such as well-managed transhumance;

- The management of contiguous protected areas in neighbouring countries will be harmonized (see example in Box 1) in order to permit cross-border movement of wildlife, minimize cross-border threats and leakages (such as poaching) and facilitate cross-border sustainable livelihood support activities such as transhumance;

- The management of production landscapes will be harmonized in order to promote cross-border biological connectivity;

- Ecosystem management will take into account cross-boundary flows of ecosystem services such as basin-wide hydrological flows;

- Concerted and coordinated action will be taken to address biome-wide problems such as sand and dust storms (SDS), linking where possible into ongoing South-South cooperation initiatives such as that supported by the UNCCD in Kazakhstan and Mongolia.

Box 1. Transboundary collaboration in the Mozambique child project

The Mozambique child project proposal highlights the incremental value of GEF investments in supporting transboundary collaboration with neighboring countries, specifically South Africa, Zimbabwe and eSwatini through the Lubombo and Chimanimani Transfrontier Conservation Areas (TFCAs).

This would include joint aerial surveys; species monitoring with a view to better understand population dynamics and distribution of key species in the TFCAs; joint law enforcement programs that aim to reduce illegal activities within the target landscapes; participation in TFCA coordination meetings and sharing; and streamlining of research and management practices in regard to dryland and other endemic biodiversity.

The TCFAs in Mozambique are a clear opportunity for the GCP to provide additional support to child projects, including for example the facilitation of binational meetings for priority-setting and decision-making, supported by the provision of data from a regional/transboundary perspective.

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78. Lessons learned from the Global Wildlife Programme will be reviewed and, as appropriate, incorporated into the transboundary coordination proposed through this project[52].

79. Child projects will support these processes of transboundary harmonization by:

- Establishing information resources to provide planners and decision-makers with access to reliable and comparable information, at supra-national level, on biophysical and social, political and economic conditions,

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[52] The GWP communicates lessons learned in a regular newsletter, regular e-training and capacity building sessions and a series of high level on-line discussions and panels. https://www.worldbank.org/en/programs/global-wildlife-program/publications

and on the transboundary processes on which the sustainability of actions within their countries may depend (such as regional-level biological connectivity, markets and infrastructure, or transhumance).

- Facilitating transboundary negotiation and planning of harmonized resource management, wherever possible using existing organisations, platforms and initiatives such as SADC, CACILM and the Great Green Wall Initiative.

80. The GCP will play a key role in facilitating this transboundary coordination, specifically through:

- Funding the realisation of technical studies to characterise in detail biological, socioeconomic, political, institutional and productive dynamics, that transcend national boundaries and may need to be addressed through a transboundary approach (IUCN will support studies reviewing land degradation and restoration orppotunities through e.g. NbS and ROAM; the role of conservation areas in protecting landscapes; and innovative financial services and value chains);

- Identifying possible inconsistencies in management approaches between the countries involved, and funding studies of their implications;

- Facilitating dialogue among national actors to agree on the need for and nature of transboundary coordination;

- Facilitating transboundary harmonization of land use planning and management processes, in order to take into account regional and transboundary factors;

- Facilitating transboundary harmonization of management practices where necessary (e.g. shared rangelands with risks of transboundary impact leakages, management of green charcoal production, management and control of invasive species)

- Where relevant, facilitating the transboundary harmonization of tenure and access conditions for transboundary migrant pastoralists (transhumant peoples).

- *Policy analysis and development*
81. Under this output, the GCP will also facilitate regional processes of policy analysis and development, in order to identify needs for the harmonization among countries of policies on issues such as permissible management actions in dryland ecosystems or tax/duty regimes on dryland products. This GCP output will therefore also contribute to IP outcome 1.1: *Key sector actors collaborating, coordinating and harmonising policies, plans, actions and investments in relation to sustainable and inclusive dryland management through intersectoral (national or regional) and multi-stakeholder platforms and mechanisms in 11 countries.*

82. This harmonization will reduce the risk of impact "leakages" whereby for example the imposition of more stringent management requirements, controls or fiscal conditions on one side of a border simply lead to a displacement of unsustainable pressures to neighbouring countries, without a net gain; or of policy inconsistencies among countries disrupting regional dynamics, for example with regard to policies as well as policy implementation status on tenure related to transboundary transhumance dynamics. It will also provide opportunities for sharing experiences of policy initiatives (for example on issues such as tenure) with potential for replication among countries. Project support will be aligned with the technical guide on "integrating VGGT (Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests) into the implementation of the UNCCD and achieve land degradation neutrality", which will be launched by UNCCD and FAO at the end of 2021, as requested by the COP.

- *Value chains*
83. As recognised in all of the DSL IP child projects, and in line with GEF Programming Guidance, the sustainable active management of dryland ecosystems is a core requirement for ensuring their long-term survival: the creation of opportunities for income generation and employment based on such management is increasingly important also to ensure social sustainability, especially in the context of COVID-19 and its direct and indirect implications on dryland livelihoods. Value chains are key determinants of the nature and sustainability of this management: specifically inclusive "green value chains" that support, require and/or reward environmental sustainability. The GCP will facilitate regional collaboration (involving Governments, private sector actors, producer organizations, regional policy and dialogue platforms and others), on the identification and development of inclusive green value chains, including the harmonization of quality and

sustainability standards and inter-country coordination to ensure reliable supply of dryland products. This coordination will be important in developing the market credibility and image of dryland products from a specific region (e.g. Miombo/Mopane honey), and a critical mass of market influence, which will make it easier to negotiate favourable market conditions. Harmonisation of sustainability standards will also help to reduce the risk of leakages of impacts between countries. The GCP will thereby contribute to IP outcome 2.2: *Resource managers and users, government and private sector actors are collaborating in strengthening green value chains in support of sustainable and equitable dryland management.*

- *Financing opportunities*

84. Transboundary collaboration, facilitated by the GCP, will also help countries to identify supra-national sources of financing and investment support for dryland management, conservation and restoration, including blended finance. It will further increase opportunities for accessing such sources of financial support by allowing countries to present proposals in larger and harmonized multi-country packages, thereby reducing transaction costs. This GCP output will contribute to IP outcome 2.3: *Financial institutions and other investors (public and private) offer finance to support sustainable production, management and restoration of drylands, tailored to the needs and conditions of resource managers and users.*

85. **Component 2** will focus on **knowledge management, outreach, stakeholder engagement and system-wide capacity development,** enhancing the effectiveness, durability[53] and scale[54] of the results of child projects, as well as the contribution of the child projects to regional and global knowledge, buy-in and corresponding scaling out.

86. Knowledge management and outreach will be critical to ensure that actions are informed by and respond to lessons learned that are captured regionally and globally, cutting edge science and best practice, and linking them to global knowledge hubs such as the Global Landscapes Forum, the Global Soil Partnership, the World Overview of Conservation Approaches and Technologies, the UN Decade Platform, the UNCCD Knowledge Hub, the Dryland Restoration Initiatives Platform, the Pastoral Systems Knowledge Hub and the Agroecology Knowledge Hub, as well as regional hubs such as the Miombo Forum and SADC. It will also contribute to sustained uptake and scaling out of impacts, by ensuring that based on a harmonised methodology and with technical backstopping, lessons learned through the child projects are systematically captured, fed into national, regional and global knowledge hubs, disseminated and shared within and beyond the target countries (see Figure 7 and Box 2).

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53 Achieving enduring outcomes from GEF investments http://stapgef.org/sites/default/files/publications/DURABILITY_web%20posting_2.pdf
54 Scaling Out, Scaling Up, Scaling Deep: Advancing Systems Social Innovation and the Learning Processes to Support it"
https://mcconnellfoundation.ca/wp-content/uploads/2017/08/ScalingOut_Nov27A_AV_BrandedBleed.pdf

Figure 7. Knowledge flow among global/regional platforms, the global program coordination project and the child projects
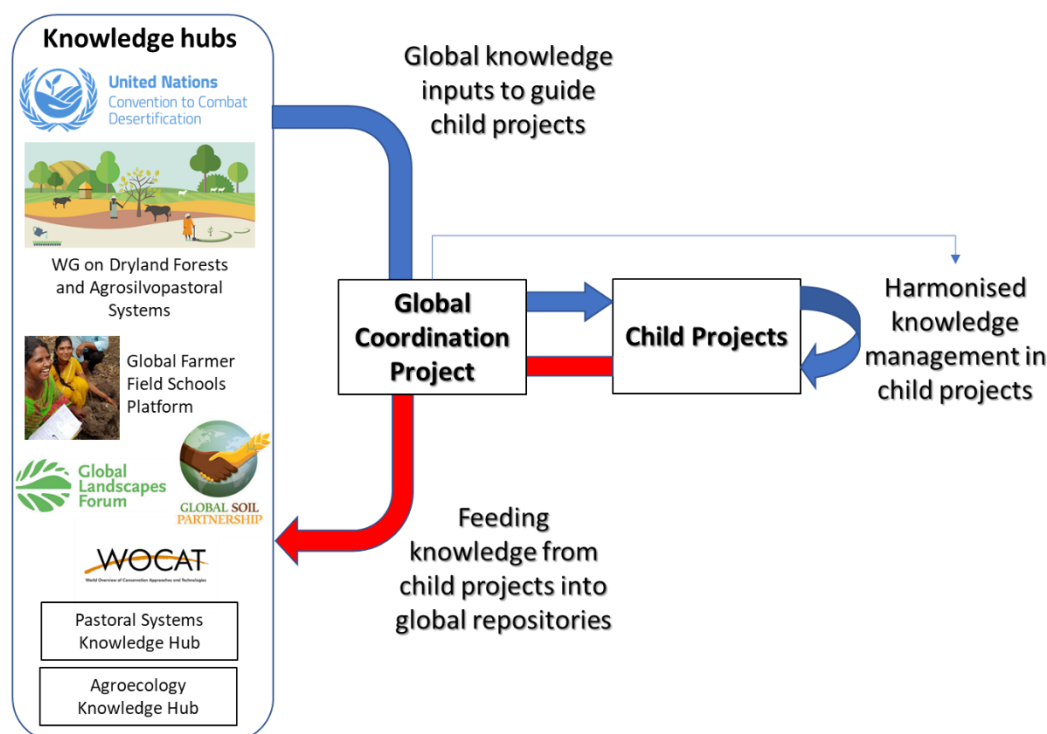
Box 2. Global initiatives and platforms with which knowledge management by the Program will be linked

Policy Platforms:

- **UNCCD Knowledge Hub, Global Mechanism, Conference of Parties (COP) and Committee for the Review of the Implementation of the Convention (CRIC)**[55]: the Agencies participating in this Program have worked closely with the UNCCD Global Mechanism to support countries in the LDN process. This support will continue under this Program, ensuring that DSL will work closely and in a complementary manner with the UNCCD: this will complement IUCN/UNCCD actions to strengthen the enabling environment for LDN attainment, and for the development of transformative projects and programmes. While the Global Mechanism supports individual countries, regional/multi-country initiatives such as the GGW and 3S initiatives, capacity building and LDN knowledge products, within the UNCCD policy framework, FAO and participating Agencies will provide the necessary technical tools and capacity enhancement for comprehensive land assessment and restoration where needed within the scope of country investments.

- **The Working Group on Dryland Forests and Agrosilvopastoral Systems** is an inter-governmental body of the Committee on Forestry, which will review and report to the Committee on Forestry on the status, trends, issues and developments in dryland forests and agrosilvopastoral systems, and make recommendations to the Committee on these matters. It will contribute to developing a comprehensive understanding of dryland forests and agrosilvopastoral systems and the people who depend on them. In addition, it will promote scaling-up of the adoption of good practices for the protection, sustainable management and restoration of drylands forests and agrosilvopastoral systems, enhancing also environmental and socio-economic resilience and sustainable livelihoods. In its meeting July 2019, the Working Group agreed to provide technical advice on the implementation of the Impact Program to help enhance its overall coherence, ensure South-South cooperation, strengthen dialogue

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[55] http://www.fao.org/land-water/land/ldn/unccd-global-mechanism-collaboration-on-dldd-and-ldn/en/

with relevant regional actors and facilitate the development of knowledge products, outreach and engagement at national and regional levels, and share knowledge of the results and lessons learned from the implementation of the Impact Program. Moreover, the Working Group member in each IP country will be working closely with the country LDN working group to support the using and testing the Dryland Initiatives platform (DRIP, see below) as a decision tool to strengthen the national and regional information systems to achieve land degradation neutrality in drylands;

- **Southern Africa Development Community (SADC)** plays a key role in policy harmonization and coordination in the southern African region. Seven of the eleven countries involved in this Program are SADC members, and the organization engages actively with the African Union Development Agency (AUDA-NEPAD), the East African Community, and the African Union – which include two additional countries in this Program. Key areas of work include Operationalization of the SADC Regional Agricultural Policy (RAP), Sub-regional Action Programme to Combat Desertification (SRAP), Natural Resources, Disaster Risk Management, and Social and Human Development – all of which are important for the implementation of this Program. SADC has also established a Water, Energy, Food Nexus Conceptual Framework and Governance structure: the project will take advantage of the SADC WEF Nexus Dialogues as a platform to bring together the Water, Energy, Agriculture and Economic Planning sectors. It will also take advantage of SADC platforms such as Environment Technical Committee meetings and Environment Ministers meetings as opportunities for pursuing inter-country policy dialogue. IUCN and UNCCD are currently finalizing a Drought Management Plan for SADC, and the GCP offers an important opportunity for capacity enhancement for drought mitigation within the framework of this plan.

- **The Great Green Wall Initiative** in Africa: FAO is actively working with the Pan-African Agency for the Great Green Wall (GGW) programme: this partnership is helping the regional framework of implementing AAD's large scale model and reinforcing government engagement and support to the GGW programme, the UNCCD national plans and South-South Cooperation. The newly established Great Green Wall Initiative/SADC partnership will ensure that relevant national and regional strategies focusing on the management of drylands will be implemented in a harmonized manner; support the overall coordination of projects and programmes focused on the management of Miombo and Mopane woodlands; and provide a platform for multi-sectoral exchange, knowledge management including sharing of evidence based best practices. IUCN is providing support to enhance private sector investment in achieving the goals of the GGW, and efforts to connect actors and sectors through the GEF-funded GGW 'Closing the Gaps' project (GEF Project ID 5811, implemented by UNEP and executed by IUCN).

Knowledge Platforms:

- **Global Landscape Forum:** the GLF is the world's largest knowledge-led platform on sustainable land use, dedicated to achieving the Sustainable Development Goals and Paris Climate Agreement, connecting 3,900 organizations. It works in Africa through the AFR100 initiative[56] and Latin America through Initiative 20×20, as well as developing innovative finance mechanisms to invest in sustainable farming and supply chains with the LDN Fund and the Tropical Landscapes Finance Facility, among others. The ECCA30 is a country-led initiative to restore 30 million hectares of degraded and deforested landscapes by 2030 in Central Asia and Eastern Europe in support of the Bonn Challenge. ECCA30 will secure additional or enhance existing commitments and accelerate the implementation of the Bonn Challenge, and the Land Degradation Neutrality.

- **The Central Asia Countries Integrated Land Management Initiative (CACILM)** project (supported by GEF and implemented by FAO): partnership between the Drylands Program and CACILM will provide a framework for the coordination of national child projects in a Central Asian Steppes cluster, further building upon previous joint activities and programmes. CACILM is supporting links and collaboration with the global Knowledge Management platform of the DSL project, the Eurasia Soil Partnership, and other international partners, forums and processes, with a view to developing a multi-country process and program, with the participation of ICSD, the Central Asia Regional Environmental Centre (CAREC), international research centres, such as ICBA and ICARDA, and development agencies, such as GIZ, aimed at the restoration of degraded lands in Central Asia and Turkey.

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[56] https://afr100.org/

- **The Dryland Restoration Initiative Platform (DRIP)[57]:** Responding to the [Rome Promise](#) on Monitoring and Assessment of Drylands for Sustainable Management and Restoration, DRIP was initiated in 2016 as a monitoring and reporting tool in the form of an interactive web portal for the Forest and Land Restoration. On the 1st of March 2019, under Resolution 73/284, the United Nations General Assembly proclaimed 2021–2030 to be the United Nations Decade on Ecosystem Restoration, with the primary aim being to prevent, halt and reverse the degradation of ecosystems worldwide. The Committee on Forestry's Working Group on Dryland Forests and Agrosilvopastoral Systems[58] in its inaugural meeting considered the development of the DRIP platform for documenting and monitoring the different transformation projects and programmes (TPPs) and initiatives implemented in contributing to LDN achievement in drylands. Accordingly, the DRIP will be intended to fulfill the needs to monitor the dryland ecosystem specifically, and that can enable country convention reporting using the Framework for Ecosystem Restoration Monitoring (FERM) as a part of the UN DECADE commitment.

- **The Farmer Field Schools Platform[59]** is a space for sharing knowledge and expertise on Farmer Field Schools. It is a means to connect a global Community of Practice and facilitate partnerships among institutions committed to sustainable farming, education and empowering people. News and events regarding FFS around the globe are posted on the platform, highlighting best practices, emerging trends and innovations. The FFS library contains over 300 documents (case studies, training manuals, impact assessments, journal articles, videos, pictures, etc.), and over 250 FFS resource persons from different regions of the world have registered themselves in the global roster of FFS experts, including master trainers, evaluators and project managers.

- **Global Soil Partnership (GSP)**[60]: the GSP (hosted by FAO) is the leading international body addressing soil health and sustainable soil management. Its work is supported by the Inter-Governmental Technical Panel on Soils (ITPS), made up of nationally appointed soil scientists and experts from academic and technical institutions from around the world. The Voluntary Guidelines for Sustainable Soil Management, developed by the GSP and endorsed by the international community in 2016 provide an important framework of technical and policy coherence on sustainable soil management at national level. This will be an important element of success in the Drylands Program, particularly with respect to improving carbon stocks above and below ground.

- **World Overview of Conservation Approaches and Technologies (WOCAT)[61]:** WOCAT is a global network on sustainable land management (SLM) and a key knowledge resource and global repository for SLM best practices on sustainable land management (SLM), with a global database of over 2000 SLM practices and a set of unique tools and methods for SLM documentation, evaluation, decision support and scaling up..

- **Pastoral Systems Knowledge Hub (PSKH)[62]:** the objective of the PSKH is to fill gaps including the lack of global policy discussions on pastoralism and the need to bring attention to the challenges faced by pastoral communities. By systematizing available information, literature and knowledge as well as technical tools, assessments and research results, it also aims to better inform evidence-based decision making at all levels.
  In the context of the Program, the PSKH will serve as a repository of technical excellence on pastoralism and pastoral people's livelihoods, and as a neutral forum for exchange and alliance building among pastoralists and stakeholders working on pastoralist issues.

- **Agroecology Knowledge Hub (AKH)[63]:** the AKH (hosted by FAO) is a key web platform to disseminate information on Agroecology and engage with stakeholders participating or interested in agroecological transitions

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[57] https://drip-dev.surge.sh

[58] The Working Group on Dryland Forests and Agrosilvopastoral Systems is a subsidiary body of the Committee on Forestry, endorsed at the 23rd session of the FAO Committee on Forestry. It aims to contribute to developing a comprehensive understanding of dryland forests and agrosilvopastoral systems and the people who depend on them, promote scaling –up of the adoption of good practices for the protection, sustainable management and restoration of drylands forests and agrosilvopastoral systems, and to make recommendations to the Committee on these matters. http://www.fao.org/forestry/95962/en/

[59] http://www.fao.org/3/I8602EN/i8602en.pdf

[60] http://www.fao.org/global-soil-partnership/en/

[61] http://www.fao.org/land-water/land/land-governance/land-resources-planning-toolbox/category/details/en/c/1036301/, https://www.wocat.net/en/

[62] http://www.fao.org/pastoralist-knowledge-hub/it/

[63] http://www.fao.org/agroecology/en/

towards sustainable agriculture. Constantly updated with both FAO and external contents, the AKH showcases evidence, policies, practices and science on agroecology. The Hub facilitates discussions via forums that foster dialogue and collaboration among a variety of actors in order to advance science, knowledge, public policies, programs and experiences on agroecology for food security and nutrition at regional and national levels.

- **EverGreening Alliance:** This is a collaborative global partnership of organizations and leading experts supporting environmental restoration and sustainable agricultural intensification projects. The alliance supports collaboration, action-oriented research, and communities of practice in agroforestry and sustainable land management.

87. The project will move beyond the piecemeal approach that at present is typically applied to knowledge management and capacity enhancement, to a process-based approach where training activities are complemented by long-term backstopping, in order to ensure that learning is applied, for example through long-term "communities of practice" and knowledge exchange networks. An example of an opportunity to establish such communities of practice is through linkages with the GEF-6 Food Security Integrated Approach Program (IAP) in Africa.

88. Communities of practice (CoP) are based on the following three elements (Wenger-Rayner 2015):

❖ Domain: the definition of the area of shared inquiry and the key issues or specific conditions
❖ Community: the relationships among members and the sense of belonging, e.g. physical exchange, learning routes, trainings and capacity building, online exchange on good practices, thematic working groups
❖ Practice: the body of knowledge, methods, stories, cases, tools, documents

89. At the global level, two specific CoP will be set up, with support from WOCAT, as described in Box 3: while the "**domain**" or topics of these **Global CoP** are already defined, the types of interaction ("community") and the specific knowledge/tools/cases ("practice") included will be identified during implementation, in collaboration with the DSL partners.

Box 3. Global and Regional Communities of Practice to be supported through the Program

Global CoP 1: Land Degradation Neutrality
This CoP will offer a platform for exchange of experience on the application and implementation of LDN tools, methods and approaches (including LDN platforms, LDN indicators, LDN monitoring, as mentioned under Outcome 3.1) as well as linking national and regional LDN activities in the child projects and REM to global, state-of-the art developments (e.g. GEF/CI Tools4LDN, DRIP). The CoP will discuss harmonization and standardization of approaches in child projects to generate comparable data and enable a DSL-wide analysis of evidence. Depending on the demand, this CoP will also offer specific capacity development events e.g. on tools for LDN assessments, mainstreaming and decision support for LDN (based on FAO-WOCAT DS-SLM framework), backstopping and support in use of LDN-related tools and methods.

Furthermore, this CoP will help to identify which LDN knowledge products will be generated under B) as a product of the DSL programme.

Global CoP 2: Good SLM Practices
This CoP will offer a platform for exchange and capacity development in good SLM practices and related topics such as gender-sensitive SLM, economics of SLM, SLM/drought mitigation, Sand and Dust Storms, SLM mainstreaming in decision-making processes (e.g. financing mechanisms, policies and programmes, education, land use planning) as also prioritized by UNCCD. This CoP will include capacity development on SLM documentation and evaluation using the WOCAT Global SLM Database, recommended by the UNCCD, particularly also in view of the upcoming 2021-2022 UNCCD reporting. It will facilitate collaboration with UNCCD focal points and STCs for a) a national review and quality assurance process of selected good SLM practices and b) the promotion and mainstreaming of the good SLM practices in decision-making processes at different levels. Depending on language, regional needs and requests, capacity development events might be held at regional level.

Furthermore, this CoP will identify which Good Practices knowledge products will be generated under B) as a product of the DSL programme.

Regional and national CoPs and related activities
Activities at the regional and national level will be co-designed with the REMs and the child projects. WOCAT will support REMs in the setting up of regional CoP on priority topics identified in collaboration with the regional stakeholders and partners. Specific CoPs may be facilitated for strengthening the involvement of youth and women.WOCAT will accompany and support exchange/training events and workshops based on the needs and requests of the REMs.

At child project level, **WOCAT will support the data collection and analysis on SLM good practices** using the WOCAT SLM Technologies and Approaches Questionnaires and related Global SLM practices Database, recommended by the UNCCD. It will support stakeholders to initiate a national process of sharing and approving the good practices for integration in the UNCCD reporting exercise 2021-2022. At the same time, WOCAT will guarantee that the documented and shared practices are widely promoted at regional and global level through existing WOCAT and partners' communication channels as well as DSL communication.

90. The project, with support from WOCAT in particular, will put specific emphasis on the following elements, which are key to achieve durable impact of KM activities:

- Harmonization and standardization of tools and methods across countries and child projects so that data is comparable and easily exchangeable;

- Open access as well as easy access and use of data and knowledge products to successfully share knowledge at different levels and amongst different audiences;

- Use and enhancement of existing platforms to share information and data to guarantee that the information survives a program/project and is available for future uses;

- Co-development and co-production of knowledge, including different disciplines (transdisciplinary), stakeholder groups as well as research/students will guarantee equality in knowledge generation as well as trust in and ownership of the data.

Outcome 2.1: Child projects are at the forefront of global best practice

Output 2.1.1: Knowledge inputs provided to child projects

91. The GCP will act as a clearing house for knowledge inputs into child projects from global sources, in response to their expressed demands: as appropriate, it will also proactively assist countries in identifying their knowledge needs by facilitating processes of strategic analysis structured around their theories of change. It will also serve to broker direct relations between child projects and knowledge hubs for the provision of knowledge support to the projects. The knowledge inputs will include both methodologies and tools, and data. This support will take advantage of the unique capacities, experiences and positioning of both FAO and IUCN in relation to the generation and sharing of knowledge on dryland management and restoration.

92. The issues on which knowledge inputs will require to be channelled or brokered to child projects by the GCP will be confirmed in an ongoing, demand-led way throughout the life of the IP; an initial scoping was carried out during PPG in a participatory workshop at FAO headquarters in January 2020.

93. The GCP may for example channel or broker inputs of methodologies, tools and best practices to the child projects, to enable them to address issues such as the following:

- Inter-sector and multi-stakeholder coordination and collaboration
- Land use planning and decision support, e.g. Targeted Scenario Analysis (TSA), Natural Capital Accounting (NCA), Land Degradation Assessment in Drylands (LADA), Restoration Opportunities Assessment Methodology (ROAM), Self-evaluation and Holistic Assessment of climate Resilience of farmers and Pastoralists (SHARP); Global Standard for Nature-based Solutions, the Framework to assess the extent and effectiveness of community-based forestry, Participatory assessment of land degradation and sustainable land management in grassland and pastoral systems (PRAGA), The Road to Restoration (FLRM)
- LDN implementation and monitoring: a key methodological document is the Good Practice Guidance for SDG Indicator 15.3.1[64], which is currently being revised and updated; key tools include Trends.Earth[65] (with the ongoing Tools4LDN project[66]) and the System for Earth Observation, Data Access, Processing, Analysis for Land Monitoring (SEPAL)[67]
- The application for assessment and monitoring tools such as the Tool for Agroecology Performance Evaluation (TAPE)[68]
- Effective engagement of women and other particularly vulnerable groups in project implementation and dryland management
- Analysis and improvement of governance, tenure and access conditions
- Identifying, developing and managing value chain linkages
- Participatory rangeland assessment
- Identifying, channelling and managing financial support for dryland management.
- Restoration standards
- Guidelines for best business practices (no regret, no-net loss or net environmental-gain investments)
- System-wide capacity needs analysis and capacity development approaches
- Knowledge management
- Guidelines and best practices for "Other Area Based Conservation Measures" including Protected Area categories 5 and 6 and Indigenous and Community Conserved Areas

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[64] https://prais.unccd.int/sites/default/files/helper_documents/4-GPG_15.3.1_EN.pdf
[65] Produced by a partnership of Conservation International, Lund University, and the National Aeronautics and Space Administration (NASA), with the support of the Global Environment Facility (GEF); formerly the Land Degradation Monitoring Toolbox: http://trends.earth/docs/en/
[66] https://www.tools4ldn.org/
[67] http://www.openforis.org/tools/sepal.html and www.fao.org/3/a-i6509e.pdf
[68] http://www.fao.org/agroecology/tools-tape/en/

94. The GCP will also serve to channel or broker science-based data inputs, including:

- Information to guide policy formulation processes
- Information on regional/trans-boundary factors to be taken into account in national land use planning processes
- Information to guide the objective, evidence-based definition of priorities for transboundary management units
- Information on green value chain opportunities, and market conditions
- Information on best practices and lessons learned on transformational LDN initiatives and approaches.

95. The project will in addition support science – practice/policy interfaces, in collaboration with research institutes and academia at national and regional levels. This would, for example, provide the opportunity for research by these institutions to be carried out within the framework of, and facilitated by, the IP, the GCP and the child projects, in such a way as to deliver up-to-date and relevant scientific inputs which could be directly translated into practice and policy, while at the same time providing the opportunity to contribute to developing a resource of (especially young) researchers, both men and women, with practical awareness of DSL issues. The GCP will play an important role in helping to identify research needs, arranging and facilitating the involvement of relevant research institutions, and brokering research funding.

96. Within the framework of its South-South Cooperation Strategy, during the programme and child project formulation process FAO has supported GCP partners from the 11 participating countries in producing a a draft knowledge management strategy, and documenting the baseline situation, by using a participatory video approach. A work plan has also been produced in consultation with each country, to facilitate country-level knowledge management components. At project start, this knowledge management strategy will be further developed and will define further, in consultation with national counterparts, the most effective channels and methodologies for providing these knowledge inputs to child projects.

Output 2.1.2 System-wide capacity development support for national and regional actors including harmonised methodological guidance to child projects

97. One of the most important contributions of the GCP and its regional nodes to the child projects will be through the provision of technical inputs to child projects including system-wide capacity development for national and regional actors (i.e. people, organizations, institutions, networks including multi-stakeholder processes, platforms and partnerships). Examples may include enhancing the capacities of regional and global policy actors to respond to dryland concerns, enhancing the capacities of regional and global entities to support dryland countries in the long-term as well as establishing new or strengthening existing multi-stakeholder platforms addressing regional and global DSL IP issues.

98. The global project will apply a system-wide capacity enhancement approach to maximize country ownership, sustainability and scale of intended results. Based on a dedicated, capacity enhancement strategy jointly developed with partners and stakeholders in year one of project implementation, the project will enhance the capacities of participants (men and women), organizations, institutions and networks at national and regional levels as well as providing technical backstopping to child projects to ensure a harmonised and streamlined capacity enhancement approach, leveraging the individual child project capacity enhancement strategies.

99. Through the GCP and regional nodes, and supported by technical backstopping from the GCP team and implementing partners, leading technical specialists will be made available to child projects, spreading their attention across multiple child projects to address issues of shared concern in a cost-efficient way, that will at the same time maximize opportunities knowledge exchange and harmonization of approaches among countries. It is envisaged that the GCP will finance the costs of planning, coordinating and overseeing these technical specialist resources, while the time of the specialists and their travel costs for visits to individual countries will be financed through country-specific project funds in reflection of the potential of these inputs to generate significant benefits for the child projects in terms of relevance, magnitude and durability of impacts.

100. The GCP and regional nodes will also arrange for regional capacity development activities on issues of shared concern among dryland countries, to be attended by key national stakeholders involved in/targeted by each of the child projects, and also by selected stakeholders from neighbouring countries not directly participating in the IP. These events may for example consist of needs-based training or organizational as well as institutional enhancement support on specific

issues (for example the methodological approaches referred to under Output 2.1.1 above), exchanges of experiences and lessons learned, and joint planning of actions, all of which will serve to enhance participants' knowledge and capacities.

101. At project start, a detailed, system-wide capacity development strategy will be developed jointly with partners and stakeholders, which will propose methodologies that will help ensure that the capacity development supported through the GCP will translate into durable capacities in the institutions to which the participants belong. It is envisaged that the costs of organizing the regional capacity development events, including the fees and travel costs of resource persons, will be covered by the GCP, while the costs of participation of representatives from individual IP countries will be covered from child project resources. Unless alternative funding can be secured, the participation of stakeholders from non-IP countries will be covered by the GCP, given the potential of their participation to contribute to the programmatic ambition of region-wide scaling out of dryland sustainable management beyond IP countries. The GCP will play a key role in ensuring the availability to child project countries of resource persons who are able to provide ongoing (on-the-job) backstopping and knowledge exchange, as well as to facilitate co-design and co-development processes amongst partners and stakeholders.

102. Moreover, the GCP will provide technical backstopping and quality enhancement to child projects, to ensure a harmonised and streamlined capacity enhancement approach. This will leverage the individual child projects' capacity enhancement strategies, while capturing lessons learned and good practices for future replication as well as scaling out, up and deep.

Outcome 2.2: The program and its child projects contribute to local, regional and global stores of knowledge

103. As shown in Figure 7, knowledge will flow between the project and local, regional and global knowledge centres in two directions: in addition to receiving knowledge inputs in order to optimise their effectiveness, child projects will generate and contribute knowledge on experiences and lessons learned. This is essential for achieving the programmatic ambition of stimulating the scaling out of impacts beyond the countries directly participating in the IP.

104. At the **national and regional level**, WOCAT will support child projects/REMs in the compilation of good SLM practices guidelines/publications[69]. These products will be country-led with WOCAT accompanying the process and providing inputs where needed and requested. WOCAT will support the wide dissemination of these products e.g. through the UNCCD knowledge hub and related communication channels.

105. At the **global level**, WOCAT will produce a Drylands Good SLM and SFM Practices compilation/guidelines as a global knowledge product of the DSL. The publication will include an analysis of all SLM practices (Technologies and Approaches) data from all child projects and address the main topics/priorities, concerns, challenges and solutions including policy recommendations. This global product will be promoted during events defined through the GCP (e.g. UNCCD CRIC or COP).

106. In addition, linked to the work in the CoP, WOCAT will co-develop a series of knowledge products for the drylands together with the child projects, REMs and GCP working on jointly identified topics/priority issues and utilizing the evidence and data generated across all child projects. Such products could include:

- Lessons learned on mainstreaming LDN/SLM/SFM in policy-related agreements
- Guidelines/lessons learned on functioning and durable LDN platforms
- Success stories of transboundary/regional or global business initiatives
- SLM policy briefs at country, regional and global level
- Best practices colleacted from different partcipatory videos produced in each countries based on their dissemination platforms, including Digital Green, Access Agriculture, Facebook and DGroups.
- Dryland-focused SLM training material, e.g. on rangeland management, FRLM, sand and dust storms
- Short videos facilitating SLM awareness raising and dissemination of policy-relevant key findings

107. WOCAT will facilitate the wide sharing and uptake of these knowledge products through regional and global communication, sharing on portals and platforms as well as active promotion during regional and global events (e.g.

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[69] https://www.wocat.net/en/slm/wocat-knowledge-products/wocat-national-books-and-factsheets

through workshops, side events, trainings). In collaboration with GCP/FAO, WOCAT will identify opportunities to share and promote the knowledge products in the framework of the UN Decade on Ecosystem Restoration.

108. The GCP will play a crucial role in enabling child projects to contribute to local, regional and global knowledge resources through the delivery of the following outputs:

Output 2.2.1: Harmonized methodological guidance for knowledge compilation and management by child projects
109. Individual child projects will invest in systematically capturing and managing knowledge and lessons learned generated through their operations. This will contribute to their internal adaptive management processes, and will also allow them to contribute to the IP scaling objective, as described above, by feeding the results into knowledge hubs for wider sharing. The GCP will complement these national investments by providing guidance on methodologies and formats for harmonised knowledge compilation and management, in order to ensure that it is made available to the knowledge hubs in a way that allows target audiences to gauge their relevance to their own conditions – including for example adequate explanations of the contexts within which the results reported were generated, and comparable metrics of success (including measures of gender equity and sustainability).

Output 2.2.2.: System for feeding knowledge and results generated by child projects into knowledge hubs
110. The GCP will develop and implement a system for collecting, documenting and managing knowledge generated by child projects, and for ensuring that it is fed into knowledge hubs in such a way as to maximize its utility. This system will be developed in consultation with the child projects on one hand (complementing and leveraging individual child projects' knowledge management strategies), and the knowledge hubs on the other. Methodologies for knowledge input may include, for example, digital or hard documents, or knowledge exchange events attended by representatives of multiple countries. The costs of the organization and hosting of such events will be borne by the GCP (or cost-shared with other sources when the events are organized by third parties), while the costs of participation and of producing documents will be covered by child project budgets in recognition of the fact that knowledge exchange will also benefit them (the IP incentive received by all child projects is in part intended for such knowledge exchange).

111. The Dryland Restoration Initiative Platform (DRIP, see Box 2) will help to improve the reporting of the results of monitoring carried out by the different dryland projects, giving the possibility to associate this with LDN monitoring, focusing on the 3 LDN indicators of land cover, land primary productivity and soil organic carbon. Thus, DRIP will subsequently facilitate program development, operational project planning and prioritization of actions and activities aimed at contributing to LDN objectives at country level. The tool will be aligned with ongoing UNCCD activities on LDN tools development such as Tools4LDN and the GEO LDN initiative. Moreover, it will build on the synergies with WOCAT platform to enhance the exchange of the best practices and strengthen the knowledge management platform.

Outcome 2.3: Stakeholders at national, regional and global levels are effectively engaged and informed regarding the project and the models of sustainable dryland management, stimulating active participation and scaling up

112. Ongoing, inclusive and meaningful stakeholder engagement will form an integral part of the global project and will be informed by a comprehensive stakeholder engagement plan (see Annex H3). In addition to the feeding of experiences and lessons into knowledge hubs, as described above under Outcome 2.2, the GCP will support proactive outreach of knowledge and messages to stakeholders at national, regional and global levels based on a targeted communication, advocacy and outreach strategy. This will be closely linked to stakeholder engagement strategies in order to maximise the engagement of relevant stakeholders during the implementation of the program and its child projects, thereby contributing to buy-in and long term sustainability.

Output 2.3.1: Guidance for consistent stakeholder engagement, and branded outreach and results communication by child projects
113. Stakeholder engagement and outreach at national level will be the responsibility of individual child projects, taking advantage of their IP incentive. The GCP will, however support child projects in this task, through the provision of advice on the development and implementation of stakeholder engagement and outreach strategies (expected from each project at start-up) and guidelines on consistent and effective "branding" of their outreach products. The application of consistent IP-related branding in outreach products across different child projects will have a synergistic effect on overall IP visibility, in turn facilitating the coordination of multi-project relations with outside actors.

Output 2.3.2: Direct outreach by the GCP

114. The GCP will itself play an important role in outreach, focusing on dissemination on overall programmatic issues and approaches, and compendia or syntheses of the results generated by multiple child projects. This will be carried out in accordance with a communication strategy, which will be developed following FAO and GEF guidance and in collaboration with partners. Where possible outreach/communication syntheses and other materials will be co-developed between the GCP, and the child project teams and stakeholders, in order to gain ownership and foster dissemination of results beyond the life of the programme.

115. **Component 3** (**Programme-wide monitoring and adaptive management**) will focus on establishing and implementing harmonized and linked systems for monitoring at project, regional and program (global) levels, resulting in reliable, relevant and timely information on trends in conditions and impacts being fed back in support of adaptive management at all of these levels. This will be of particular significance from the programmatic perspective, allowing the detection of, and formulation of appropriate responses to, cumulative (supranational) impacts resulting from synergies, effects on transboundary leakages, and scaling out impacts.

116. Each of the child projects within the Drylands Program will establish and operate its own Monitoring and Evaluation (M&E) system, as a key element of adaptive project management. The Global Coordination Project will complement and support these project-specific systems, by:

- Advising on the development and application of "SMART" indicators that are based on GEF-7 architecture and programming frameworks for each of the target focal areas[70], and can be related directly to relevant GEF-7 Core and Sub Indicators, Sustainable Development Goals, as well as being gender-sensitive;

- Defining and monitoring supra-national/regional indicators related to potential cumulative, synergistic and/or cross-boundary impacts (for example cross-boundary leakages of demographic or productive pressures);

- Establishing and maintaining programmatic and sub-programmatic M&E systems at global and regional levels, into which the project-specific M&E systems of each of the individual child projects will be fed.

Figure 8.   Step-wise integration between monitoring and adaptive management at project and program levels

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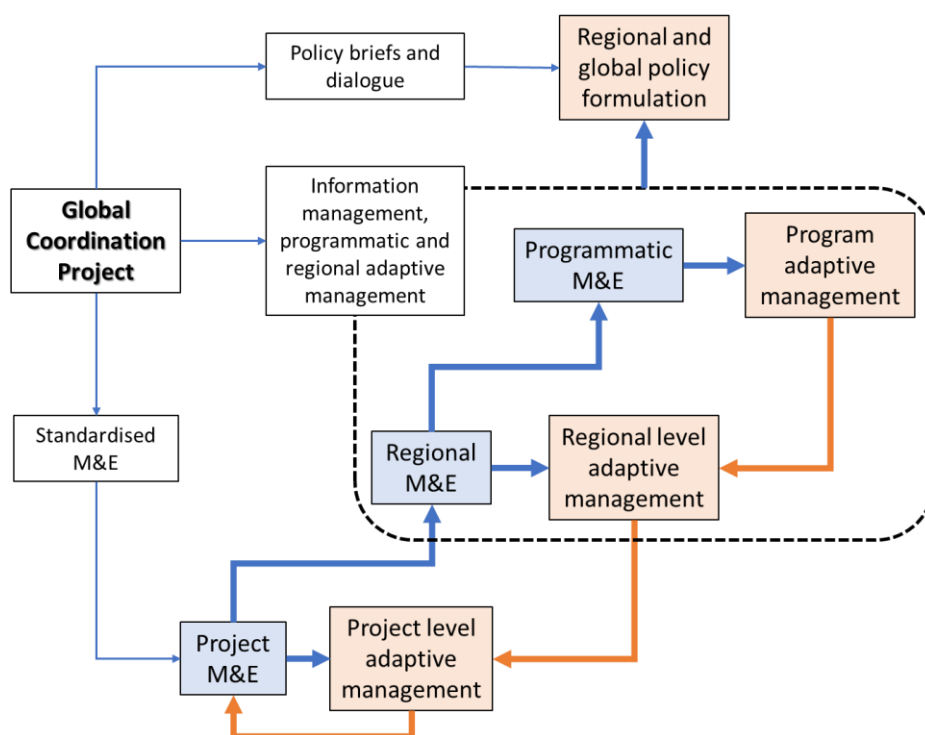
[70] https://www.thegef.org/sites/default/files/council-meeting-documents/GEF.A6.05.Rev_.01_Replenishment.pdf

Outcome 3.1: The program and its child projects are subject to adaptive management, responding effectively to lessons learned and evolving conditions in order to maintain relevance and ensure sustainability

Output 3.1.1: Programmatic M&E system incorporating child project M&E results and program-level indicators, guiding adaptive program management and reporting program-wide contributions to GEF-7 core indicators and SDGs

117. The key role of the Global Coordination Project will be to complement child projects by supporting programmatic level M&E. This will have three purposes: i) to contribute to the monitoring by GEF of its overall impacts at portfolio level; ii) to monitor the additional benefits generated from the programmatic approach, compared to the business-as-usual situation of stand-alone projects, and thereby to guide overall adaptive management of the IP; iii) to monitor the effectiveness of transboundary/regional collaboration initiatives supported under the IP, and thereby to support their adaptive management. The task of the GCP will therefore consist both of compiling and managing the results of child-project specific M&E systems, and applying "supra-national" indicators that are beyond the scope of individual child projects[71]. This responds to calls from the UNCCD Science-Policy Interface for consideration of the effectiveness of land degradation data and monitoring systems

118. Based on the kinds of issues covered by the PFD and its constituent child projects, the programmatic M&E system (which will be designed in detail at project start) will therefore include indicators of the following variables:

- The effectiveness of regional collaboration, coordination and harmonization
- Levels and effectiveness of private sector engagement
- The effectiveness of transboundary harmonization of land use planning processes, and of the regional effects of national land use planning processes
- The effectiveness of transboundary management units or regimes
- The level of development of regional and global green value chains
- The existence and effectiveness of enabling environments for inclusive market systems
- The regional effects of dryland rehabilitation and restoration initiatives
- Levels of access to remote sensing data and assessments for measurement of country-specific indicators
- Levels of access to regional and global knowledge by child projects

119. In addition, the GCP will report on programme-wide contributions of child projects to standardized project-level indicators, specifically GEF-7 core indicators (and, where possible, LDN indicators).

Output 3.1.2: Harmonised methodological guidance and standards for child project M&E systems

120. The GCP will provide centralised technical advisory support to child projects on the formulation and application of their project-specific M&E plans. This will apply both to standardised programme-wide indicators (GEF-7 core indicators and LDN indicators) and to project-specific indicators. In the case of the programme-wide indicators, the GCP will serve to ensure that they are defined and measured consistently in order to allow them to be added up at programme level – this is especially important given that a number of the GEF-7 core indicators are open to different interpretations, such as "areas under improved management" or "numbers of beneficiaries". In the case of project-specific indicators, GCP support will be available to child projects to help ensure that they are truly "SMART" (Specific, Measurable, Achievable, Relevant and Time-bound), as well as gender-sensitive.

4) Alignment with GEF focal area and/or Impact Program strategies;

121. The GCP is a cornerstone of the DSL IP theory of change and its implementation will be critical in realising the potential of the programmatic approach of the IP to deliver much greater value with regard to overall impact across the 11 Program Countries, and in terms of effectiveness, sustainability, and out-scaling at regional and global levels, thereby maximizing the cumulative impacts of the program. Annex C summarizes how the GCP theory of change is embedded in that of the program as a whole.

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[71] Subject to the results of the processes of analysis and dialogue to be supported at regional level, the "supra-national" issues potentially to be addressed by such indicators may include, for example, regional (not country-specific) value chain opportunities; cumulative impacts on the overall regional-level conservation status of biodiversity values (species or ecosystems); and/or impacts on ecosystem service flows operating at regional level (for example across international drainage basins).

122. Each country-specific child project will include a component on knowledge management, monitoring and evaluation, to support the adaptive management of each child project, and to ensure lessons learned are systematised and capitalised, and that project-specific communication and outreach contributes to national level outscaling.

123. The GCP will apply the same logic to the program as a whole: knowledge, experiences and best practices will be managed and shared at regional and global levels; child project investments will be prioritised based on sound region-wide information in order to maximize impact and cost-effectiveness; investments will be coordinated to maximise synergies; messages and lessons will be communicated regionally and globally to maximize outscaling potential; and coherent interactions with regional- and global-level stakeholders, of common relevance to different projects, will be facilitated.

5) Incremental/additional cost reasoning and expected contributions from the baseline, the GEFTF and co-financing;

124. The incremental reasoning of the program and the value-added of the programmatic approach are portrayed in Table 3:

- Each child project will deliver incremental country-specific GEF benefits on top of the "baseline" (i.e., without GEF) scenario, as required in any GEF project;
- The additional funding available to each country as a result of the IP "incentive" will allow these incremental benefits to be maximized, relative to conventional STAR-only projects. This will mean for example that social, demographic, economic and GEB considerations are integrated into sector development and land use plans; lasting, effective and inclusive multi-stakeholder coordination mechanisms operate, reflecting interdependences among sectors and among social, demographic, economic and productive factors; comprehensive spatial planning incorporates the full range of variables, the interactions between them, and spatial/temporal dynamics of landscapes; mechanisms and conditions exist to address the full complexity of governance, tenure and access issues; and technical options reflect the complexity of interactions between social, productive and environmental factors, and landscape dynamics;
- The country-specific incentive funding will also enable participating countries to engage effectively at trans-boundary and regional levels, scaling out their impacts to neighbouring countries.

125. The GCP will complement these national benefits resulting from the incentive, allowing further programmatic value-added to be delivered beyond that resulting from the country-specific investments. These benefits will include (see **Error! Reference source not found.**):

- Increased effectiveness of impact generation due to improved access to global knowledge on lessons learned and scientific research results;
- Improved cost-effectiveness of investment due to improved prioritisation, based on sound information on spatial configurations of dryland values and conditions at regional and global levels;
- Increased effectiveness in addressing processes and tackling impacts operating at regional scale, including the transboundary leakage of impacts.

Table 3. Expected benefits resulting from IP approaches facilitated by the GCP

Baseline (without GEF)	GEF scenario (GEF, no IP)	IP value added/increment	IP benefits
IP Component 1: Strengthening the enabling environment for the sustainable management of drylands			
Policies and plans promote unsustainable sector development	GEBs mainstreamed into sector development and land use plans	Social, demographic, economic and GEB considerations integrated into sector development and land use plans at national and regional levels	• Effectiveness and sustainability are improved by addressing issues in more integrated and inclusive way
Investments planned and executed in "silos"	Inter-sector and multi-stakeholder coordination but limited in scope	Lasting and effective multi-stakeholder coordination mechanisms, taking into multiple sector relations	• Transboundary leakages of drivers are addressed • Improved social sustainability
Failure to reflect spatial variations in conditions	Land use plans developed, but only consider a narrow range of variables	Comprehensive spatial planning incorporates full range of variables and interactions	• Improved targeting and cost-effectiveness of investments, at regional and global levels
Inadequate governance, tenure and access conditions for DSL	Governance, tenure and access mechanisms strengthened	Mechanisms and conditions recognize full governance, tenure and access complexity	• Improved gender equality
Top-down (planning, decision-making, producer support	Strengthened stakeholder participation, capacitation and empowerment	Stakeholders have critical mass of regional influence	
Inadequate capacities for sustainable use, connectivity, conservation	PAs and management units strengthened, but constrained within national boundaries	Transboundary cooperation and harmonization of landscape management and conservation	
IP Component 2. System-wide capacity development, knowledge management, stakeholder engagement, and outreach			
Narrowly focused technical support	Environmental sustainability considerations mainstreamed TA	Knowledge exchanges within and among countries	• Improved inclusive access to productive options
	Production systems delivering GEBs are actively promoted in TA	TA reflects social, productive and environmental factors, and landscape dynamics	• Increased viability of inclusive green value chains
Value chains incentivise unsustainable management	Environmental considerations mainstreamed into value chains, green value chains promoted	Increased critical mass of producers increases value chain negotiating influence	• Increased financing opportunities for green production and job creation, for all, including men and women
		Addressing inter-country impact leakages from value chains	
Financing mechanisms generate perverse incentives for unsustainable forms of management	Financing mechanisms include environmental safeguards	National projects are linked to regional and global finance initiatives	• Improved targeting and environmental benefits of financing
	Green financing is available at national level to support sustainable production		• Scaling up, out and deep
IP Component 3: Programmatic coordination and monitoring			
Experience and knowledge managed locally.	Knowledge on options for sustainable management managed at national level	Knowledge is managed and shared between countries and globally Includes integrated approaches and transboundary issues	• Improved effectiveness of project interventions • Scaling up beyond target countries
	Knowledge does not adequately include non-integrated approaches		• Contribution to global knowledge, tools and policies

6) Global environmental benefits (GEFTF) and/or adaptation benefits (LDCF/SCCF);

126. Through its 11 country-specific child projects, the DSL Impact Program will deliver the following Global Environmental Benefits (see Table F, Annex F and Annex M):

- 1,087,829 hectares of landscapes under sustainable land management in production systems (*GEF sub-indicator: 4.3*).
- 6,375,175 tCO2eq of GHG (direct and indirect) sequestered and emissions avoided in the AFOLU sector (*GEF sub-indicator 6.1; SDG 15.3.1 sub-indicator 3 on soil organic carbon stock*)
- 45,239 hectares of land rehabilitated or restored in 11 countries (includes target for direct investment under Outcome 2.4 above). Total of the following:
- 5,851 ha of degraded agricultural land restored *(GEF sub-indicator 3.1: also SDG 2.4.1 sub-indicator 4, prevalence of soil degradation, and SDG 15.3.1 indicator on land degradation);*
- 5,873 ha of forest and forest land restored *(GEF sub-indicator 3.2: also corresponds to SDG 15.2.1 indicator on sustainable forest management, and SDG 15.3.1 indicator on land degradation);*
- 33,496 ha of natural grass and shrublands restored *(GEF sub-indicator 3.3: also corresponds to SDG 15.3.1 indicator on land degradation)*
- 19 ha of wetlands restored *(GEF sub-indicator 3.4: also corresponds to SDG 15.3.1 on land degradation)*
- 1,281,628 hectares of land under improved protection or management to benefit biodiversity, in 11 countries. *Total of the following:*
- 79,918 ha of terrestrial PAs under improved management in 5 IP countries and in neighbouring countries *(GEF sub-indicator 1.2).*
- 112,882 ha of landscapes under improved management to benefit biodiversity, in 11 countries *(GEF sub-indicator 4.1: also corresponds to SDG 2.4.1 sub-indicator 8: Use of biodiversity-supportive practices);*
- 1,087,829 ha of landscapes under sustainable land management in production systems *(GEF sub-indicator 4.3)*
- 1,000 hectares loss of High Conservation Value Forest (HCVF) has been avoided *(GEF sub-indicator 4.4)*

127. These impacts are relevant to the land degradation, biodiversity and climate change focal areas; in accordance with GEF-7 guidelines, however, the benefits will be delivered in an integrated multi-focal manner within an overall framework of sustainable dryland management.

128. Benefits for these three focal areas will be maximized by helping countries to meet their Land Degradation Neutrality (LDN) targets, thereby contributing to the achievement of UNCCD 2018-2030 Strategic Framework Strategic Objective 1: *Improve the condition of affected ecosystems, combat desertification/land degradation, promote sustainable land management and contribute to land degradation neutrality*. With technical and methodological support from the GCP, the child projects will help countries to achieve their LDN targets, as proposed in their Project Documents, by focusing in particular on key ecosystems and high conservation value forests (HCVFs), and by supporting the recovery of carbon stocks in vegetation and soils – in all cases, project/program interventions will be guided by landscape- and region-wide spatial data in order to optimize targeting on areas with maximum potential for impact generation.

129. The Global Coordination Project (GCP) will further contribute to the delivery of global environmental benefits in three ways:

1) It will improve the effectiveness of each of the child projects in delivering their projected country-specific global environmental benefits, by increasing their access to regional and global knowledge resources (including south-south exchanges of lessons learned) and technical assistance.
2) By facilitating and orienting transboundary and regional cooperation, and informing the targeting of investments in dryland conservation and management through the objective definition of regional priorities, it will allow the child projects between them to contribute to global environmental benefits of regional significance, and improve the cost-effectiveness of impact delivery.
3) It will contribute to scaling-out of impacts beyond the specific target areas of the child projects, to other areas within the participating countries and also to neighbouring countries.

130. In recognition of these three effects, it is estimated that the GCP will result in a 10% net increase in the total global environmental benefits delivered by the IP, in each of the three IP focal areas (biodiversity, climate change mitigation and land degradation).

7) Innovativeness, potential for scaling, sustainability and system-wide capacity development.

Innovativeness:

131. The GCP will be innovative as a key element of the GEF-7 programmatic approach: it contrasts with the conventional model of country-specific stand-alone projects, with on-the-ground investments, focusing instead on facilitating improved impact delivery across the IP portfolio of child projects; most innovatively, it will take a supra-national view in order to ensure that key environmental issues with transboundary or regional dimensions, which might otherwise escape the scope of country-specific child projects, are addressed.

132. The GCP will also be innovative in supporting connections between groupings of child projects and private sector actors functioning at regional or global level, increasing the ability of national actors to identify opportunities for partnerships with the private sector (for example through value chains or financial services), and also increasing their "bargaining power", enabling them collectively to negotiate favourable terms of trade in regional and global value chains.

133. The support by the project to science – practice/policy interfaces in collaboration with research institutes and academia at national and regional levels will be innovative, especially when this focuses in particular on promoting the involvement, and developing the capacities and awareness, of young male and female researchers (see paragraph 95).

Scaling[72]:

134. As one of the central justifications for the GCP, it will invest in supporting the *scaling out* of the impacts achieved by IP child projects to wider audiences and geographical areas than their immediate areas of influence. This will be achieved at national level, to other geographical areas in the IP countries than those directly targeted; and also at regional level.

Table 4. Priority target countries for scaling-out

IP country clusters	Priority scaling-out countries (non-exhaustive list)
Southern/central Africa (Angola, Namibia, Malawi, Zimbabwe, Mozambique, Botswana)	Democratic Republic of Congo, Kingdom of Eswatini, South Africa, Zambia
Eastern Africa (Tanzania and Kenya)	Somalia, Burundi, Rwanda and Ethiopia
Western Africa – Sahel/Great Green Wall (Burkina Faso)	Niger, Mali, Cote d'Ivoire, Ghana, Senegal, Togo and Benin
Central Asia (Kazakhstan, Mongolia)	Turkmenistan, Uzbekistan, Kazakhstan, Kyrgyzstan

135. *Scaling-out* will be promoted through a range of strategies:

- The implementation of plans and procedures in each IP country for the compilation, management and dissemination of data and knowledge, including lessons learned and the results of monitoring results. These will be presented in such a way as to allow the targets of scaling to review then easily, judge their relevance to their own conditions, and adapt them as appropriate.
- Linking the IP wherever possible to existing regional platforms (e.g. the Southern African Development Community SADC, the Great Green Wall in the Sahara, Sahel and southern Africa, and the Central Asia Regional Economic Cooperation Program CAREC), in order to facilitate the sharing of knowledge and approaches among policy-makers and practitioners from different (IP and non-IP) countries

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[72] *Scaling out* = Impacting greater numbers. Based on the recognition that many good ideas or initiatives never spread or achieve widespread impact; *Scaling up* = Impacting law and policy. Based on the recognition that the roots of social problems transcend particular places, and innovative approaches must be codified in law, policy and institutions. *Scaling deep* = Impacting cultural roots. Based on the recognition that culture plays a powerful role in shifting problem domains, and change must be deeply rooted in people, relationships, communities and cultures..See https://mcconnellfoundation.ca/wp-content/uploads/2017/08/ScalingOut_Nov27A_AV_BrandedBleed.pdf

- Funding regional events for capacity development and knowledge exchange among IP and non-IP countries including the COFO Working Group on Dryland Forest and Agrosilvopastoral Systems.

136. *Scaling up:* in order to ensure that present and future investments in DSL are supported by consolidated and favourable enabling environments, the GCP will facilitate regional processes of policy analysis and development, in order to identify needs for the harmonization among countries of policies on issues such as permissible management actions in dryland ecosystems or tax/duty regimes on dryland products (see paragraph 81): it will take advantage where possible of existing policy platforms (see Box 2) to support dialogue on these issues, supported by the effective communication of knowledge and lessons learned regarding the implications of alternative policy and regulatory outcomes (see Output 2.3.2). Scaling up and mainstreaming will be supported by tools such as the Decision Support Framework under the DS-SLM project.

Sustainability and system-wide capacity development:

137. Together with knowledge management and inclusive stakeholder engagement, system-wide capacity development[73] is a critical element to ensure greater impact, durability and scale of intended results as it maximizes country ownership, commitment and mutually accountability for jointly developed results. Based on a dedicated, system-wide capacity enhancement strategy jointly developed with partners and stakeholders in year one of project implementation, the global project will enhance the capacities of people (men and women, indigenous people, youth), organizations, institutions and networks at national and regional levels, as well as providing technical backstopping to child projects to ensure a harmonised and streamlined capacity enhancement approach leveraging the individual child project capacity enhancement strategies.

138. To maximize country ownership, all envisioned capacity enhancement activities will be based on participatory and inclusive capacity needs analyses, to define contextualized capacity support activities and define results based on good practice[74]. Moreover, organizational strengthening activities and training activities will apply effective organizational development[75] and learning practices[76]. For example, effective organizational, network or multi-stakeholder analysis also involves taking into consideration the risks and power assymetries within network and multi-stakeholder processes[77]. Moreover, effective learning practices include pre-event learning needs assessments, post-event follow-up support to facilitate the transfer of knowledge into practice, as well as institutionalization of curricula through partnering with and enhancing the capacities of local universities and research centres.

139. To address sustainability considerations, the GCP capacity enhancement strategy will include the dedicated elaboration of a "sustainability strategy". Elements of this strategy will include directly working with, building on and strengthening existing regional, national and sub-national institutions and processes for natural resource management, in order to institutionalize the effort beyond the duration of the project and programme. These may include, for example, strengthening of SADC and the Great Green Wall Initiative. In addition, the potential will be explored for the GCP to strengthen national and regional capacities for addressing regional/transboundary issues and for developing regional knowledge resources.

140. The GCP will further contribute to sustainability and long-term capacity development by promoting linkages between the IP and the scientific/academic community. This will in addition contribute to the "scaling deep" effect, by helping to mainstream the DSL models and innovations promoted by the project into the scientific community and into the next generation of researchers and practitioners, as well as contributing to the flow of science-based inputs into the IP, contributing to the relevance and effectiveness of the child project interventions. The nature of this engagement, in support of which WOCAT will play a key role, is set out in Box 4.

Box 4. Engagement with science

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[73] See „System-wide capacity development for country-driven transformations", page 38 in „Feeding People Protecting the Planet – FAO-GEF Partners in Action http://www.fao.org/3/CA0130EN/ca0130en.pdf
[74] http://www.fao.org/3/a-i5243e.pdf
[75] http://www.fao.org/3/a-i3538e.pdf
[76] http://www.fao.org/3/a-i2532e.pdf
[77] http://www.fao.org/3/CA0156EN/CA0156en.pdf

An active collaboration with the scientific and academic community (universities, research institutions) at national and regional level will mutually benefit the DSL programme as well as the scientific communities. In most countries, research and teaching on SLM/SFM/LDN is not linked to interventions on the ground. Therefore, the former remains rather abstract and conceptual and the latter does not involve the young generation of future experts, depriving them of making direct contributions to interventions with their research and getting involved in reallife situations at the beginning of their career.

WOCAT will support the GCP in linking science to child projects' interventions and vice versa with the following proposed activities:

- In collaboration with the REMs and child projects, identification of main science partners at national and regional level and existing networks. Building on existing structures, setting up a science network accompanying the DSL (potentially in collaboration with the REMs).
- Setting up science-practice interfaces to foster the involvement of young students and researchers in on-the-ground interventions (e.g. in order to implement research on the impacts of SLM implementation on the environment and socio-economics at local (on-site), regional/landscape (off-site) and transboundary (off-site) level) and specify the needs for accompanying research with the child projects.
- Establishing collaboration with interested universities, high schools implementing SLM/SFM/LDN-related curricula to integrate project findings into existing courses and capacitate lecturers in the use of practical information. Depending on demand, develop new curricula/courses with SLM/LDN focus for and with universities and high schools.
- Setting up a science-policy interface to foster the consideration and use of scientific data by decision-makers.

In addition, WOCAT/CDE/University of Bern (in collaboration with a University from the Global South) will be responsible for a PhD study (see Annex Q) accompanying the DSL programme which will focus on *Scaling deep for scaling up and out - understanding behavioural change for the adoption of sustainable land management towards sustainable landscapes.* The overall objective of the research is to better understand what leads to behavior change, the scaling deep of good land management practices towards sustainable landscapes. The proposed PhD will look into community norms and social dynamics that favor or impede the adoption of SLM. A specific focus of the research will be behavior change among women and youth.

Research will be carried out in selected DSL countries in Africa and Asia with different agro-ecological, socio-cultural and political/ policy environments. Besides from countries'/ target areas' diversity, the selection of countries will depend on: a) FAO Global Coordination Project's guidance; b) child project's interests in participating in the research and offering the necessary support and guidance to the researcher; c) available research funds.

Accompanying the DSL Program with long-term research offers a unique opportunity to gain novel insights on the topic of scaling deep. Scientific evidence on why and when behavior change happens towards sustainable landscapes in the context of the different country interventions will help to inform the DSL Program and its child projects and enhance GEF interventions while contributing to new evidence in transformative science.

8) Summary of changes in alignment with the project design with the original PIF

141. There are no significant changes.

1b. Project Map and Geo-Coordinates.

Please describe the project sites and provide geo-referenced information and map where the project interventions will take place.

142. The 11 countries in which the program will operate (with one project per country) are shown below (geographical coordinates of project sites are given in the respective child project documents).
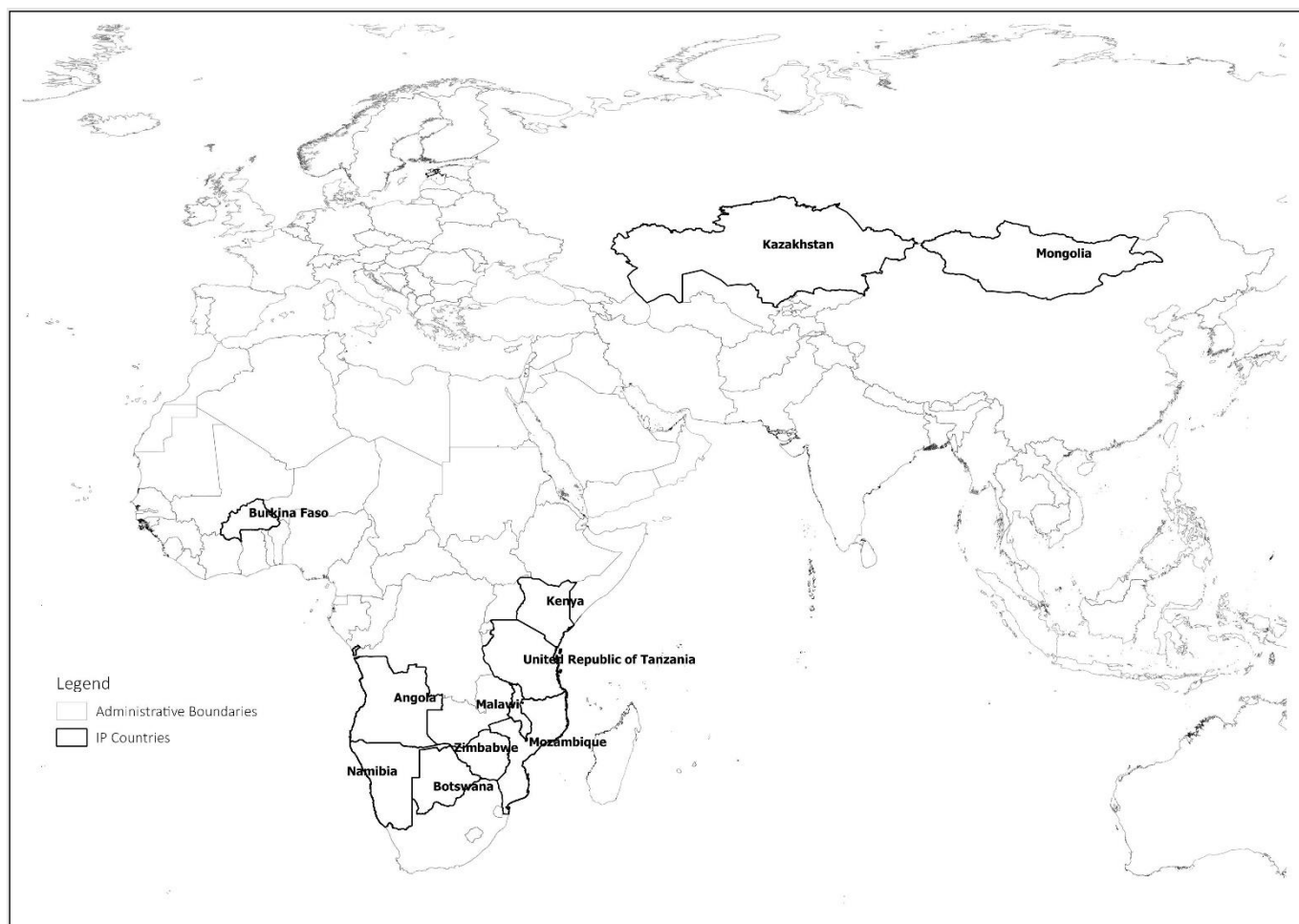
2. Stakeholders.

143. Continuous stakeholder engagement across global, regional, national and sub-national levels, together with system-wide capacity development and knowledge management, is key to maximize country ownership and contribute to more enduring results at scale. The GCP will focus on stakeholder engagement at global and regional level to complement the national level stakeholder engagement specified in the respective child projects stakeholder engagement plans. During the project design phase, FAO organized a global consultation workshop on 29-30 January 2020[78] including all 11 participating program countries, GEF Secretariat, UNCCD, World Bank, IUCN , WOCAT, UNEP and WWF to raise awareness, reach common understanding and jointly define the GCP programmatic components. The priorities were further refined in a post-workshop survey (Annex P). Moreover, in year one of implementation, a refined stakeholder engagement plan for the GCP will be developed based on an inclusive stakeholder analysis methodology and building on the initial stakeholder mapping conducted (See Annex H3) as well as project design stakeholder engagement such as the aforementioned global consultation.

Select what role civil society will play in the project:

☐ Consulted only;
☐ Member of Advisory Body; contractor;
☐ Co-financier;
☐ Member of project steering committee or equivalent decision-making body;

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[78] http://www.fao.org/gef/highlights/detail/en/c/1260948/

144. The direct engagement of civil society, through Civil Society Organisations (CSOs), will mostly occur at child project level, with country-specific CSOs. The GCP (specifically, the REM-based international consultant on stakeholder engagement) will provide advisory support to child projects on opportunities and methodologies for effective CSO engagement. In addition, budget has been set aside under the GCP for it to support CSO engagement at regional level: the GEF Southern Africa CSO Network will be one entity of which the project will take advantage in this regard, together with regional farmers' organizations such as ROPPA (Réseau des Organisations Paysannes et des Producteurs Agricoles de l'Afrique de l'Ouest/Network of Farmers' Organiations and Producers in West Africa).

Table 5. Key stakeholders of relevance to the GCP (additional country-specific stakeholders of relevance to the child projects are identified in each child project Poject Document)

Actor	Role
FAO	- Implementing and Executing Agency of the GCP, under Direct Implementation arrangement.
IUCN	- Co-executing agency: knowledge generation and sharing at the global and regional levels, Regional and global policy (promote dryland restoration, commitments to address dryland restoration, promote private sector engagement, dialogue on regional restoration initiative)
WOCAT	- Co-executing agency through letter of agreement (LoA)
Implementing agencies of child projects (FAO, World Bank, IUCN, WWF)	- Quality assurance of child projects, overseeing incorporation by child projects of programmatic approach and advising them on opportunities for capacity development, TA and transboundary cooperation through the GCP - Members of GCP Project Task Force, advising on programmatic directions - Oversight by FAO LTOs and other agency equivalents of child project actions in relation to the GCP (e.g. knowledge management, capacity development, outreach) and reporting on GCP indicators
Regional economic/development commissions and programs, (e.g. SADC, ECOWAS, CAREC).	- Platforms for policy dialogue - Potential locations of regional programme resource centres for channelling technical assistance to, and facilitating coordination among, child projects (during the programme lifetime) - Potential for assuming post-programme roles as regional resource centres in support of sustainable dryland management, with institutional capacity strengthening provided through the GCP during the programme lifetime. - Participation in regional strategy formulation, prioritisation, discussions and negotiations on dryland issues of transboundary and regional scope, facilitated through the GCP.
Regional farmers' organisations (e.g. ROPPA: Réseau des Organisations Paysannes et des Producteurs Agricoles de l'Afrique de l'Ouest/Network of Farmers' Organisations and Producers in West Africa)	- Coordinated representation of farmers' interests, and participation, in the IP. - Representation of farmers in dialogue and negotiations with private sector actors and in policy and planning dialogue. -
Regional Knowledge hubs: UNCCD Knowledge Hub	- Sources of knowledge and information potentially to be channelled to the child projects through the GCP

Actor	Role
and Global Mechanism, COFO Working Group on Dryland Forests and Agro-silvopastoral Systems, Global Landscape Forum, CACILM, Farmer Field Schools Platform, Global Soil Partnership, WOCAT, Agroecology Knowledge Hub, EverGreening Alliance	- Recipients, repositories and channels for dissemination of knowledge and experiences generated through the child projects -
Regional development research organisations: ICRISAT, ICRAF	- Sources of knowledge and information potentially to be channelled to the child projects through the GCP - Participation in targeted and applied research to be carried out within the framework of the IP, under the coordination and/or facilitation of the GCP.
Host governments of IP countries	- Executing Agencies of child projects - Beneficiaries of capacity development for sustainable dryland management through the child projects: additional capacity development support provided or channelled through the GCP
Child project implementation teams	- Implementation of child projects - Definition of needs for support (capacity development, technical assistance, facilitation of transboundary collaboration) from the GCP - Incorporation of programmatic indicators into child project M&E systems - Reporting of progress on programmatic issues, and M&E results, to GCP
UNCCD Global Mechanism	- Oversight and advice on GCP and child project reporting on LDN indicators - Facilitate outreach and knowledge sharing about the outcomes of the Impact Program with the broader UNCCD constituency, including through knowledge sharing at UNCCD events such as UNCCD CRICs and COPs (e.g. at upcoming UNCCD CRIC19 in November 2020 and/or reporting on lessons learned about LDN implementation at the upcoming UNCCD COP15 in 2021) - Technical support and facilitation of LDN capacity building events - Coordination and sharing of experiences with LDN Transformative Programmes and Projects portfolio - Establish contact with the LDN Fund manager entity (e.g. Mirova)
Private sector	- Participation in GCP-facilitated exploration of opportunities for regional collaboration on value chain development in support of sustainable dryland management - Support to ecosystem and landscape restoration - Provision of finance and blended finance for dryland sustainable management - Provision of technology and ICT support to dryland sustainable management, including weather and climate services
Financing entities (e.g. LDN Fund)	- Potential sources of financial investment support (including innovative financing, PES and carbon payments) to sustainable dryland management and restoration, and sustainable production: the GCP will facilitate linkages between child projects and these entities in order to support the identification of financing needs and opportunities, and the channelling of resources.

145. The GCP results framework (has been structured to include indicators that ensure stakeholder participation in all components of the project (see Annex A1) with particular focus in Outcome 2.3 and Output 2.3.1. Moreover, different budget lines have been allocated to ensure the identified stakeholder are meaningfully involved in the GCP activities (See Annex A2).

146. Finally, the PMU will include a dedicated expert to follow all the stakeholder engagement activities including monitoring and reporting responsibilities on stakeholder engagement through the annual project implementation reports (PIRs). In the annual PIRs, the PMU will report on the following indicators:

- Number of government agencies, civil society organizations, private sector, vulnerable groups and other stakeholder groups that have been involved in the project implementation phase.
- Number of engagements (such as meetings, workshops, official communications) with stakeholders during the project implementation phase.
- Number of grievances received and responded to/resolved.

3. Gender Equality and Women's Empowerment.

Does the project expect to include any gender-responsive measures to address gender gaps or promote gender equality and women's empowerment? (yes ☒ /no☐)
If possible, indicate in which results area(s) the project is expected to contribute to gender equality:
☒ *closing gender gaps in access to and control over natural resources;*
☒ *improving women's participation and decision making; and or*
☒ *generating socio-economic benefits or services for women.*
Does the project's results framework or logical framework include gender-sensitive indicators? (yes ☒ /no☐)

147. Women are strategic agents of change and play a central role in the use and care of land resources in drylands, in particular in land-dependent communities. They rely on land resources to provide the household needs for food, water and energy, which makes them more dependent on natural resources than men; yet most women neither own nor have control over these resources. Less than 20% of land holders worldwide are women and only 13% of the land users who make the major decisions on agricultural land are women. Women are a significant labour force and are guardians of valuable traditional and indigenous knowledge on land use. Limited landownership and tenure security can constrain cropping and livestock practices that can help in adapting to declining land quality, and access to credit and other services that ease investments in improved technology, natural resource management in the face of climate change. The situation is particularly dire in certain rapidly changing contexts, where environmental stresses linked to climate change, or social changes such as male migration, are adding to the burden of women in attaining food security for their households. Available data on the agricultural labour force in Africa already show that women in many countries contribute to well over 50% of total labour. Recent data illustrate that in a number of regions including Central Asia, the female labour force is noticeably increasing, a trend defined as the "feminization" of agriculture .

148. Women and children in particular are most vulnerable to the impacts of land degradation and drought. Drought shocks have gender-differentiated impact; in the case of high climate variability, women involved in agriculture are much less able to cope with such shocks.The knowledge resources and technical assistance to be channelled by the GCP in support of the child projects will include issues specifically related to gender, including production and management options with particular potential to benefit women, and strategies for optimizing women's participation in decision-making and their access to resources and benefits in relation to dryland management. GCP support in relation to gender will strive to address the identified relevant gender issues in child project gender analyses and action plans in a synergistic manner.

149. The focus will be on scaling up support to rural communities and the individual farmers/herders, men, women and youth, to make choices in their land use and management systems which help resolve conflicts, improve their socio-economic well-being (food security, reduced poverty and labour) and also, through the engine of agriculture, to break out from the vicious cycle of land degradation through opportunities generated from land restoration and sustainable use. This requires a major shift in resource planning and management dimensions, through consideration of commodity-based opportunities for raising farm-household income, the driving force today for land use decisions, alongside and as an

integral part of longer term options for generating household and community livelihood benefits and environmental benefits.. Communities need to be empowered in village land use planning to assess their communal resources and their needs (quality soils, grazing, fuelwood, water, housing materials, medicines, etc), to identify and weigh up the options and make joint decisions for improved resources management that will both meet their immediate needs and generate long term benefits. This needs to be undertaken with the understanding that commitment of individuals to communal activities like ecological restoration can be sustained if there are appropriate local- and national-level institutions, support systems, and policies in place. In this effort, both men and women should be fully involved in the planning, mobilizing, organizing, leadership, resolving conflicts, and sharing resources and taking part in activities involving the whole community. Social connectedness is an important resource that should be taken into account by development agents, extension workers, and advisory services in the dissemination of knowledge and information,

150. The GCP will play a strategic role in facilitating links between child projects and regional or global bodies addressing gender issues, working with these to facilitate knowledge exchange and strategy development in relation to gender issues of national, regional and global significance, such as the differential impacts on women of regional-scale landscape degradation and associated social and demographic processes including economic migration.

151. The GCP will thereby contribute to the delivery of gender-specific benefits across the 11 child projects in the Impact Program. As set out in its Programme Framework Document (PFD), the IP (through its child projects) will address identified gender gaps and will explicitly aim to support the empowerment of women. The GCP will facilitate child projects' access to, and application of, guidance resources in relation to gender, such as the *Practical Guide for Improving Gender Equality in Territorial Issues* (IGETI) (2018) and *Governing land for women and men* (FAO, 2013), a technical guide to support the achievement of responsible gender-equitable governance of land tenure

152. With support from the GCP, child project management will be informed by existing comprehensive Country Gender Assessments (CGAs) and further gender analysis, providing up-to-date information on the situation of rural women and the gender gap in the broader agriculture sectors. These existing reports are specifically intended to assist with the formulation of evidence-based interventions and policies and are uploaded at http://www.fao.org/gender/resources/country-assessments/en/. Further assessments will include:

- Relevant gender analysis and participatory assessments of direct & indirect costs & benefits for both women's & men's participation in interventions

- Incorporation of sex-disaggregated data collection & gender-sensitive indicators to help measure socio-environmental impacts in meaningful and consistent way

- Consideration of both formal and informal land tenure, forest use & access to resources when defining beneficiaries & direct & indirect benefits

- Engagement of women, women's groups, & gender/women's ministries in discussions on incentives & fund mechanisms and Incorporate gender considerations in operational modalities of incentive & financial mechanisms.

153. Based on extensive lessons learned at policy and field level, FAO has articulated a conceptual framework and implementation guidelines aimed at supporting practitioners and decision-makers in planning and implementing gender-responsive value chain interventions from which women and men can benefit equally. This guidance will be deployed consistently across the IP to unlock the potential of drylands value chains, including underutilized crops and promote sustainable NMTPF wild harvesting, cultivation and trading of indigenous natural plant products that have the potential to contribute significantly to the alleviation of rural poverty while increasing households' resilience and conserving natural resources.

154. The GCP will support child projects in operationalizing the Voluntary Guidelines on Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGT). These guidelines seek to promote the land rights of women farmers, among others, who face serious gender discrimination in all regions.

155. In addition, FAO is the custodian agency for SDG 5.a.1, the indicator that measures the "Percentage of countries where the legal framework (including customary law) guarantees women's equal rights to land ownership and/or control".

According to the methodology, progress against the indicator is determined by the extent to which countries have incorporated into their legal framework six proxies. The proxies selected cover equality in inheritance, joint registration, control of the property in marriage, women's representation in land institutions, governmental funding to support women's land ownership and the protection of women's land rights in legally recognized customary systems. Through the GCP, FAO will continue to engage with relevant national institutions to provide the necessary technical assistance for achieving and measuring progress on this indicator.

156. As per specific GEF gender guidance[79], results related to gender equality will be traced according to 3 areas:

1) closing gender gaps in access to and control over resources;
2) improving women's participation and decision-making; and
3) social and economic benefits or services for women.

157. In line with the objectives of FAO's[80] and GEF's[81] dedicated corporate policies on Gender Equality and responding to the programming directions of the GEF-7 LD Focal Area strategy, gender will be mainstreamed by including 1) practical gender needs – improving the conditions of women through access to resources, services and opportunities, and 2) strategic gender interests – empowering women to take decisions and be better represented in various decision making bodies.

158. *Operational principles*: (i) the Global Coordination Project will support implementation of the gender-related requirements and guidelines of international MEAs[82] and gender frameworks relating to LDN (ii) wherever possible, carry out gender analyses before main related project activities to facilitate uptake of proposed practices (iii) build on women's roles as agents of change in LDN (iv) be led by the Project managers but supported operationally by a gender focal point (GFP) appointed through the Project, as well (a) gender expert(s) contracted for specific technical inputs (v) gender competency will be included in the Terms of Reference for all staff and consultants/contractors (v) all relevant data will be disaggregated by sex.

159. *Approach*: gender equality integration will be delivered through standard child project components, specifically through:

- Component 1 (i) engaging women as well as men in developing national and sub-national policy, legislation and programming for LDN including SLM/SFM interventions (ii) gender-responsive national and policy, including temporary special measures as needed;
- Component 2 (i) engaging women and men in gender-responsive strategic (municipal) and operational (plot level) management plans and (ii) gender-responsive business models and incentives for LDN including SLM/SFM interventions as well as alternative livelihoods;
- Component 3 (i) increasing women's participation in capacity development at the national and sub-national levels and (ii) contributing to improved knowledge on gender dimensions of SLM/LDN;
- Component 4 (i) a gender-sensitive Monitoring and Evaluation plan and (ii) targeting women as well as men on SLM/SFM issues to achieve LDN

160. Each child project is expected to report on the GEF7 core gender indicator, namely: 'Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment'. In addition, child project documents include detailed elements specifying how the project will mainstream gender in implementation, including management, budgeting programming, and monitoring and evaluation. They will aim to assign specific responsibility for gender to one core staff member.. *Project implications: assign specific responsibility for gender to one project staff member, and ensure contracting gender experts to carry out selected activities with adequate resources. The global component is to capitalize on best practice, trace and scale up impact.*

161. The gender-focused activities of the GCP will include:

- Providing guidance and advice to support through review of child projects' gender action plans and indicators

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[79] https://www.thegef.org/publications/gef-guidance-gender-equality

[80] http://www.fao.org/3/a-i3205e.pdf

[81] https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.53.04_Gender_Policy.pdf

[82] https://www.unccd.int/publications/manual-gender-responsive-land-degradation-neutrality-transformative-projects-and

- Organizing trainings/learning workshops with gender CoP, e.g., by commodity group/ value chains, or regional trainings
- Providing assistance on innovative financial instruments supporting gender actions and indicators, Women's Empowerment in Agriculture Index (WEAI), or other value chain development and rural finance instruments targeted at women
- Supporting and expanding a global gender-landscapes network (including commodity value chains) of practitioners, researchers and investors (private and public sector)
- Making the IP's gender actions and outcomes highly visible in key regional and global events and via innovative communication efforts (social media, news stories, videos, etc.)

162. The GCP will also support documentation of gender issues in child projects through the FAO Gender and Land Rights Database http://www.fao.org/gender-landrights-database/it/. This is an online platform that provides important qualitative and quantitative information on factors that determine men and women's rights to land. It includes 84 regularly updated country profiles with information on national policy and legal frameworks relevant to gender and land rights, as well as related statistics from national agricultural censuses and household surveys. It also contains assessments of the national legal frameworks for 25 countries, prepared with the FAO Legal Assessment Tool (LAT), which uses 30 legal indicators to provide prompt, targeted and effective policy advice to Members wishing to achieve gender-equitable land tenure. The GLRD will serve as a practical tool for government officials in child project countries, as well as policy-makers, programme designers and researchers.

163. The GCP will channel to the child projects results from the forthcoming project between WOCAT and the UNCCD Secretariat on gender-sensitive SLM Technologies and Approaches. Through this project, WOCAT will develop a methodology for assessment, as well as evaluating a number of technologies already existing in the WOCAT Database in view of their gender-sensitiveness, so that such technologies can be prioritized by interventions with similar contexts and conditions.

4. Private Sector Engagement.

164. A key area of investment of the GCP will be in facilitating engagement with the private sector in support of overall program objectives, including support to existing partnerships and the development of new ones. The GCP will facilitate knowledge management, communication and collaboration between IP country stakeholders (producers, producer organizations, national private sector actors, national Governments and civil society actors, as appropriate) and private sector actors or groupings operating at regional and/or global levels, in order to support insertion of national producers into inclusive regional and global value chains for sustainable products. This will help national producers to identify supra-national value chain opportunities offered by the private sector, of which they may otherwise have been unaware; and private sector actors to apply a regional perspective to the identification of sources of supply based on sustainable management, which will help to spread risk and buffer against seasonal shortages in individual countries.

165. The GCP will also interact with private sectors as potential sources of financial investment support for dryland restoration and sustainable management in target countries. The GCP's role in facilitating the involvement of regional and global private sector actors, including through engagement meetings hosted by the Global Project, will improve access by actors in IP countries (including producer organizations) access to funding opportunities, and will reduce transaction costs for the private sector, taking advantage of the opportunities for economies of scale offered by developing funding portfolios on a regional, rather country-by-country, basis.

166. Private sector actors will also be engaged, as appropriate, as sources of technical inputs for the programme and its child projects, particularly in relation to digital tools and approaches for information management, traceability and monitoring.

167. The GCP will take advantage of opportunities presented by existing private sector platforms such as Business for Nature (B4N)[83], for supporting the engagement of multiple private sector actors and facilitating scaling-out across sectors and geographically.

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[83] https://www.businessfornature.org/

168. Private sector engagement through the GCP and the IP child projects will be closely coordinated with that undertaken by the GEF Secretariat, the World Bank, FAO and other stakeholders, in order to ensure consistency and efficiency of relations.

5. Risks.

169. A risk analysis with identification of mitigation actions is found in the table below.

Description of risk	Impact	Probability of occurence	Mitigation actions	Responsible party
Limited commitment of IP or non-IP countries to transboundary collaboration (for example due to political considerations or conflict)	High	Low	Use of existing inter-country networks in which IP countries are already active	FAO (GCP PMU)
Limited organizational capacity or credibility of regional bodies	High	Low	Interactions with multiple regional bodies in order to spread risk; strengthening of the capacities of regional bodies	FAO (GCP PMU)
Limited receptiveness of IP and non-IP country institutions to knowledge inputs	High	Low	Outreach to IP and non-IP governments regarding the potential benefits from taking on and responding to knowledge inputs	FAO (GCP PMU)
Limited acceptance of evidence-based definition of priorities for transboundary management, rehabilitation and restoration investments	Medium	Medium	Targeted and tailored outreach regarding the long-term benefits of regional prioritization, in terms of effectiveness and the efficiency of use of regionally-available resources.	FAO (GCP PMU)
Reluctance of child project teams or IP country Governments to assign project resources to the GCP and GCP-related activities	High	Low	Outreach to child project teams and IP country Governments regarding the direct benefits to them of assigning resources to the GCP and related activities	FAO (GCP PMU)
Climate change	Low	High	Climate change with strengthen the rationale for the GCP, rather than undermine it. The GCP will support IP and non-IP countries in addressing climate change issues at national and transboundary levels.	FAO (GCP PMU)
Impacts on communication and participation due to national, regional or global health emergencies	Medium	High	Advisory and IT support to participating countries to permit remote communication among team members and with project stakeholders	FAO (GCP PMU)
Social and environmental threats posed by national, regional or global health emergencies	Low	High	As with climate change, these threats will strengthen the rationale for the GCP, rather than undermine it: the GCP will support IP and non-IP countries in developing and implementing response, recovery and resilience strategies within the context of sustainable dryland management, including regional/global cooperation on these issues.	
COVID19 pandemic related impacts on the internal and international travel, operation of government/ partners/ project; health impacts on general population as well as economic impacts, regionally, nationally and locally	High	High	1. If there are changes in cofinance, then partners to work closely to seek alternative options for co-financing and ensure continuity of resource allocation to ongoing initiatives in project target areas. 2. It is anticipated that the scope of the child projects will help to support the participating Governments' responses to COVID-19 through their focus on food security and livelihoods diversification of vulnerable communities. However, project activities will be further discussed with the Governments to ensure that emerging priorities and responses, as a result of	Project executing agency, FAO and partners

Description of risk	Impact	Probability of occurence	Mitigation actions	Responsible party
			the pandemic, are well reflected in the projects' target areas during implementation. 3. It is likely that periodic closures of transport and offices as well as restrictions on organizing meetings/ training with large number of people will impact implementation of the GCP and the child projects. The GCP will support the child projects in identifying methodological alternatives that allow effective participation under these circumstances, and where necessary will arrange for technical inputs from the GCP to be provided to the child projects virtually (on line). Where technical specialists are able to visit child project countries, recommended safe practice will be followed to minimize risk both to the specialists and the national stakeholders. 4. The GCP will as required support the provision of advice to the child project countries from regional and global sources on strategies for meeting immediate food needs 5. Ensure close collaboration with private sector entities and logistic companies to understand emerging barriers related to the pandemic and establish feasible options, with an emphasis on regional/transboundary collaboration 6. Support producer organizations in establishing regional links with export markets and encourage use of online markets where possible FAO is planning to undertake more detailed analysis on the impacts of COVID-19. These findings will help the GCP to target its support more effectively across the region, and to identify key COVID-related issues where support from the GCP may be required	

170. Overall, the IP country projects will apply a range of strategies to help buffer dryland communities' livelihoods and food security against current and future "shocks" such as those associated with the current pandemic (e.g. disruption to off-farm income generation opportunities, food supply and markets for farm produce), including the following:

- Promoting diversified, resilient and adaptive models of farming, livelihood and landscape management systems;
- Supporting local agricultural supply chains, hence increasing the resilience of local food systems, food security and nutrition (through the establishment of community seed banks and diversification of on-farm production using drought tolerant and nutritious legumes) while simultaneously addressing land degradation and increasing agricultural productivity;
- Creating green jobs through the selected value chains which in turn will improve the overall management and resilience of the landscape (e.g. apiculture which promotes pollination, reduction of forest fires through introduction of modern bee hives while increasing local livelihoods).
- Promote the sustainable management of the forest resources which make a significant contribution to food and nutrition security, helping ward off debilitating micronutrient deficiencies while diversifying diets and livelihoods.
- Supporting the sustainable use of woodfuel (which remains the main source of energy for cooking) and therefore energy and food security.

171. The GCP will play a key role in channeling information to child projects on the nature, magnitude and implications of threats such as COVID-19, alongside other factors including climate change; and channeling global knowledge to the child projects on alternative and innovative strategies for achieving resilience and building back better. The child projects will promote socially-distanced forms of knowledge sharing, including the use of digital technologies such as tablets for SHARP household surveys; participatory videos to support networking, knowledge generation, documentation and dissemination; and radio, print media, videos, mobile vans, and social media (e.g. WhatsApp) to ensure access to agriculture and forestry advisory services.

6. Institutional Arrangement and Coordination.

6.a Describe the institutional arrangement for project implementation.

172. The Food and Agriculture Organization (FAO) will be the **GEF Implementing Agency** for the Project, providing project cycle management services as established in the GEF Policy. FAO, as GEF Implementing Agency, holds overall accountability and responsibility to the GEF for delivery of the results. FAO will provide oversight of project implementation and technical support to ensure that the project is being carried out in accordance with agreed standards and requirements.

173. FAO responsibilities, as GEF Implementing Agency, will include:

- Administrate funds from GEF in accordance with the rules and procedures of FAO;
- Oversee project implementation in accordance with the project document, work plans, budgets, agreements with co-financiers, Operational Partners Agreement(s)and other rules and procedures of FAO;
- Provide technical guidance to ensure that appropriate technical quality is applied to all activities concerned; and
- Report to the GEF Secretariat and Evaluation Office, through the annual Project Implementation Review, on project progress and provide financial reports to the GEF Trustee;
- Provide administrative support for the Program Task Force.

174. The activities and cost items for which FAO will be responsible as OP will be executed through the Direct Execution (DEX) modality.

175. Together with FAO, the International Union for the Conservation of Nature (IUCN) along with the World Overview of Conservation Approaches and Technologies (WOCAT) will will play important roles in executing the Global Coordination Project. These parters will be responsible for the day-to-day management of project outputs and results entrusted to them in full compliance with GEF and FAO requirements, including timely reporting, effective use of GEF resources for intended purposes, and due diligence with regard to social and environmental quality standards

176. Taking advantage of its technical capacity and established presence in the target areas, IUCN (as OP) will execute activities of the project in the Sahel, East Africa and Central Asia. IUCN will be responsible for coordinating the REMs in Sahel/East Africa and in Central Asia. In addition, across the whole geographical area of the IP, it will contribute to:

1) Strengthening and disseminating knowledge on the extent and impacts of land degradation and the opportunities for dryland restoration, through the publishing of a review of restoration opportunities in the target regions or selected countries, and the development of policy recommendations on dryland restoration regional and national representatives, under Outcomes 1.1 and 2.1 (IUCN will benefit from the FAO Action Against Desertification Flagship programme, in the conetext of Great Green Wall).

2) Supporting transboundary coordination of private sector engagement in value chain development, under Outcome 1.1.

3) Development of transformative programs for dryland restoration at regional and national level in line with LDN targets, Bonn Challenge pledges, existing regional commitments and other agreed targets, through the development of a dryland restoration action plan aligned with established regional and national commitments, and documentation of the Transformative Programme proposal and its presentation to development partners and investors.

4) Building and supporting the implementation of Government commitments to dryland restoration that will lead to improved management practices and restoration.

177. FAO, IUCN, and WOCAT will coordinate all efforts to implement the project's components, ensuring leveraging and alignment with each others relevant ongoing initiatives and also that all deadlines are achieved in a timely manner.

178. FAO and the project partners will collaborate with the implementing agencies of other programs and projects to identify opportunities and facilitate synergies with other relevant GEF projects, as well as projects supported by other donors, and with private sector initiatives. This collaboration will include: (i) informal communications between GEF agencies and other partners in implementing programs and projects; and (ii) exchange of information and outreach materials betw.

179. The project organizational structure is as follows:
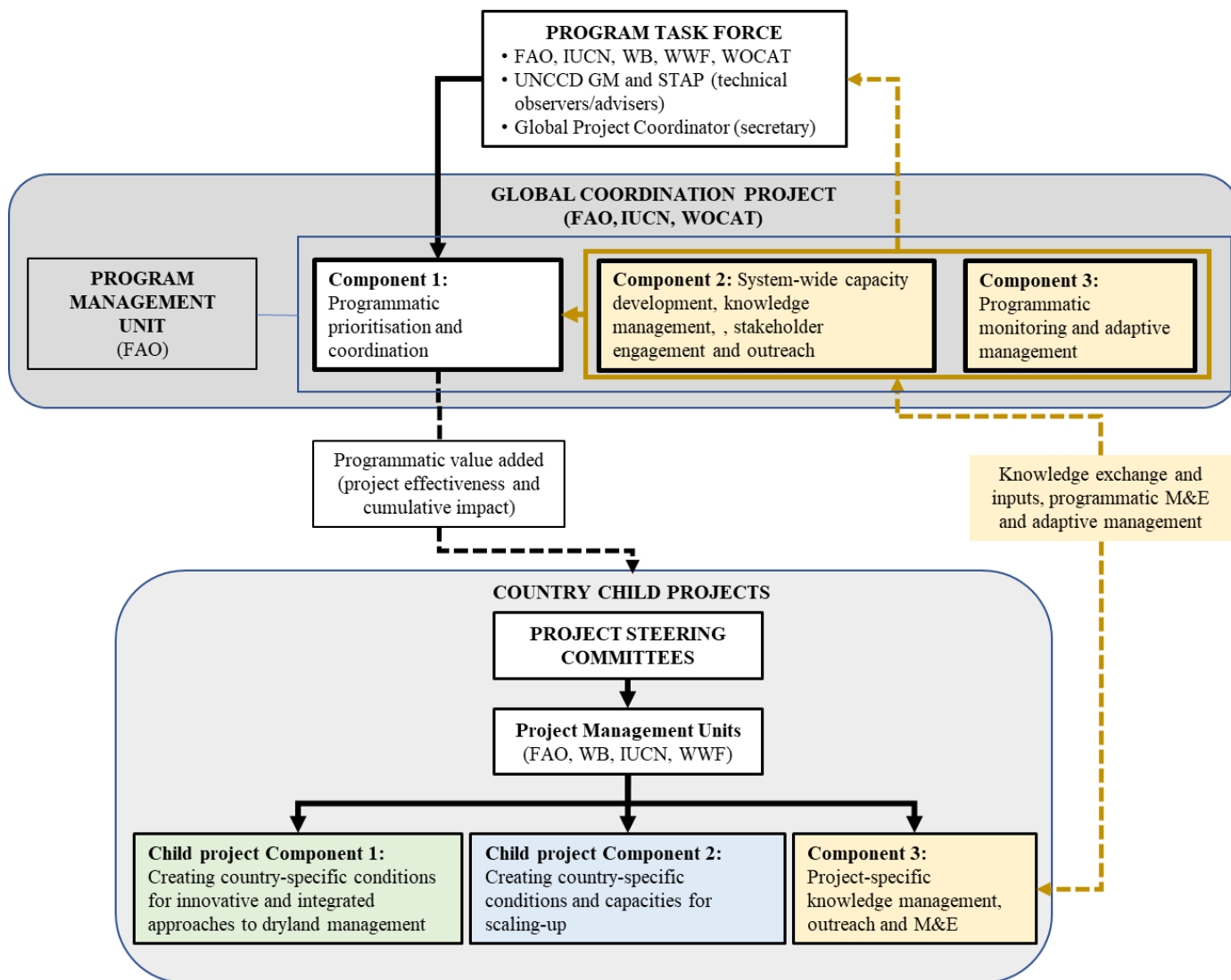
180. A Program Task Force (PTF) will be established and chaired by the designated Budget Holder in FAO for the Global Coordination Project. It will be comprised of one representative each from the FAO-COFO Working Group on Dryland Forests and Agrosilvopastoral Systems, IUCN, The World Bank, WWF, and WOCAT. The UNCCD Global Mechanism and GEF-STAP will be invited to participate as ex-officio members. The members of the PTF will each assure the role of Focal Point for the project in their respective agencies. As Focal Points in their agency, the concerned PTF members will (i) technically oversee activities in their sector, (ii) ensure a fluid two-way exchange of information and knowledge

between their agency and the project, (iii) facilitate coordination and links between the project activities and the work plan of their agency, and (iv) facilitate the provision of co-financing to the project wherever possible.

181. The Global Project Coordinator (see below) will be the Secretary to the PTF. The Program Task Force will meet at least once per year in person (virtually if necessary) and will meet with greater frequency as required, to ensure: i) Oversight and assurance of technical quality of outputs across the Program; ii) Close linkages between the project and other ongoing projects and programmes relevant to the project; iii) Timely availability and effectiveness of co-financing support; iv) Sustainability of key project outcomes, including up-scaling and replication; v) Effective coordination of government partner engagement under this project and across the country investments; vi) Approval of the Financial Reports, the Annual Work Plan and Budget; vii) Making consensus-based management decisions when guidance is required by the Global Project Coordinator.

182. A Program Management Unit (PMU) will established within FAO to support the PTF. The main functions of the PMU, following the guidelines of the Program Task Force, are to ensure overall efficient management, coordination, implementation and monitoring of the project through the effective implementation of the annual work plans and budgets (AWP/Bs). The PMU will be composed of a Global Project Coordinator who will work full-time for the project lifetime. In addition, the PMU will include a training and capacity building expert, a knowledge management and M&E expert, a private sector engagement and value chain expert, a communications expert, and an operations expert. The PMU will be closely supported by the Lead Technical Officers (LTOs) for the Global Coordination Project, with contributions from regional stakeholder engagement specialists. The team of Lead Technical Officers will be drawn from the Natural Resources and Sustainable Production Stream within FAO, specifically from Foresty (NFO), Plant Production and Protection (NSP) and Land and Water (NSL).

183. The Global Project Coordinator will be in charge of daily implementation, management, administration and technical supervision of the project, within the framework delineated by the PTF. S/he will be responsible, among others, for: i) coordination with relevant initiatives; ii) ensuring a high level of collaboration among participating institutions and organizations at international level; iii) coordination between individual country projects; iv) tracking the Program's progress and ensuring timely delivery of outputs within the GCP; v) monitoring, providing technical support and assessing the quality of products generated in the implementation of the GCP, including products and activities carried out by project consultants; vi) monitoring financial resources and accounting to ensure accuracy and reliability of financial reports; ix) implementing and managing the project's monitoring and communications plans; x) organizing annual project workshops and meetings to monitor progress and preparing the Annual Budget and Work Plan; xi) submitting the six-monthly Project Progress Reports (PPRs) with the AWP/B to the PTF and FAO; xii) preparing the first draft of the Project Implementation Review (PIR); xii) supporting the organization of the mid-term and final evaluations in close coordination with the FAO Budget Holder and the FAO Independent Office of Evaluation (OED); xiii) inform the PTF and FAO Budget Holder of any delays and difficulties as they arise during the implementation to ensure timely corrective measure and support. FAO will support the Global Project Coordinator, as needed, including through annual supervision missions.

184. Overall quality and fudicary assurance will be provided by the Director, Office of Climate Change, Biodiversity, ad Environment, FAO (Budget Holder), with technical support provided by the Department of Operations, FAO.

6.b Elaborate on the planned coordination with other relevant GEF-financed projects and other initiatives.

185. The GCP will play an important role in supporting coordination among GEF projects and programmes at different levels:

- Among the IP child projects, especially within each target region (South/Central Africa, East Africa, West Africa and Central Asia).

- Between the IP child projects and other GEF-funded projects within the participating countries

- Between the IP child projects and GEF-funded projects in neighbouring, non-IP countries themselves

- With projects in the Food System, Land Use and Restoration (FOLUR) IP, especially within each target region (Kazakhstan, Kenya and Tanzania each have DSL projects and FOLUR projects approved, while DSL scaling-out countries that also have FOLUR projects approved include Uganda, Ethiopia and Uzbekistan).

186. This coordination support will be of fundamental importance in permitting flows of knowledge and best practices among child projects and between child and non-IP projects. Coordination with non-IP projects will also contribute to the IP objective of scaling-out impacts beyond the boundaries of the child projects themselves, to national and regional levels.

187. Examples of non-IP projects in IP participating countries, with which coordination has been agreed with host Governments during PPG, include:

- The GEF-6 UNDP project "Namibia Integrated Landscape Approach for enhancing Livelihoods and Environmental Governance to eradicate poverty (NILALEG)"[84]

- The GEF-6 UNEP project "Supporting the implementation of integrated ecosystem management approach for landscape restoration and biodiversity conservation in Tanzania"[85]

188. Examples of GEF-funded projects in neighbouring, non-IP countries, with which collaboration has already been discussed with host Governments of both the IP and the non-IP countries, include the FAO LDCF project "Climate Change Adaptation in Forest and Agricultural Mosaic Landscapes" (currently under formulation) and the GEF-7 UNEP project "Ecosystem conservation and community livelihood enhancement in North Western Zambia".

189. Additional projects with which child projects will coordinate are identified in their respective Child Project Documents.

190. At regional level, the principal mechanism for supporting coordination among projects (IP and non-IP) will be the Regional Exchange Mechanisms (REMs). The approaches of the GCP and the REMs to supporting coordination among projects are described under Output 1.1.2 above; and approaches for knowledge exchange among projects under Output 2.2.2.

191. At global level, coordination between the DSL and FOLUR Impact Programs will be facilitated by the fact that the coordination team members within the Program Management Unit for the DSL GCP, based in FAO headquarters, will also form part of the coordination team for FAO's contribution to the FOLUR Global Platform, led by the World Bank.

192. In addition the GCP will coordinate with the following GEF-funded regional and global initiatives in which FAO is playing a role or leading:

- The **IFAD Food Security Integrated Approach Pilot Program (IAP)**[86]: the geographical coverage of the IAP, including the Sahel, the Horn of Africa, East African Highlands and Southern Africa, coincides with the coverage of the Drylands IP in Africa. The IAP is supported by a "Cross-cutting capacity building, knowledge services and coordination project" (GEF project 9140): lessons with the programmatic approach of the IAP are built into the design of the Dryland IP and the GCP, and throughout the program/project implementation period the IP GCP will continue to be facilitate the sharing of lessons..

- The **Restoration Initiative (TRI)**[87], a programmatic initiative covering Cameroon, CAR, China, DRC, Guinea Bissau, Kenya, Myanmar, Pakistan, Sao Tome & Principe and Tanzania, led by IUCN in collaboration with FAO and UNEP. Although one two of the RI countries (Kenya and Tanzania) coincide with Drylands IP countries, there is much potential for restoration activities in the IP child projects to capitalize on lessons learned through TRI.

- **GEF Regional Project 9094 "Integrated natural resources management in drought-prone and salt-affected agricultural production landscapes in Central Asia and Turkey ('CACILM2')**[88], led by FAO and covering Kazakhstan, Kyrgyz Republic, Tajikistan, Turkmenistan, Uzbekistan and Turkey. There is the potential to share lessons on dryland management in Central Asia between the countries participating in CACILM2 and the projects in Central Asia (Kazakhstan and Mongolia) participating in the Drylands IP.

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[84]https://www.thegef.org/sites/default/files/project_documents/PIMS_5640___Namibia_MFA___NILALEG___PIF_rev_October_version_FINAL_for_resubmission_to_GEFSEC_with_tick_boxes_26Oct2017.pdf

[85]https://www.thegef.org/project/supporting-implementation-integrated-ecosystem-management-approach-landscape-restoration-and

[86]https://www.thegef.org/sites/default/files/project_documents/03-9-17_Porject_Document_PAD_Clean1_0.pdf

[87] https://www.thegef.org/sites/default/files/project_documents/04-27-18_PFD_Request_Document_revised_GEB_targets_0.pdf

[88] https://www.thegef.org/sites/default/files/project_documents/2-24-17_-_CEO_Endo_Request.pdf

193. The GCP will in addition take advantage of a range of other mechanisms and initiatives in each of the target regions, including the following:

- The **Great Green Wall Initiative** is Africa's flagship initiative to combat the effects of desertification. Led by the African Union, the initiative was established with the aim of transformimg the lives of millions of people by creating a mosaic of green and productive landscapes across North Africa. In addition to the African Union, GGW partner organisations include the GEF, FAO, the European Union, UNCCD, the French Government, IUCN, Kew Royal Botanic Gardens, the Sahara and Sahel Observatory and the Permanent Inter-State Committee for Drought Control in the Sahel (CILSS).The GGWI was originally limited to North Africa (the Sahara and the Sahel), but it has now been extended to include 15 SADC member states in Southern Africa. It therefore now includes all of the Miombo countries that are participating in the DSL IP, in addition to Burkina Faso which was the only IP country originally included. The corresponding GGWI strategy (in which the GEF-7 DSL IP with relevance to the Miombo ecosystem is mentioned) was adopted at ministerial level at the end of 2019. The DSL IP (through the Southern Africa REM) will leverage on lesson learnt through the Action Against Desertification flagship program, and on SADC as a political and advocacy platform; interventions will also be closely aligned with and complement the existing efforts by the Sub Regional Strategy to Combat desertification (SRAP).

- The **Sahara and Sahel Observatory (OSS)**[89] 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. The IP will coordinate with the OSS on technical studies and knowledge management on conditions and common challenges across Sahel countries.

- The **Permanent Inter-State Committee for Drought Control in the Sahel (CILSS)**[90] has the objective of investing in research on food security and the combat of the effects of drought and desertification, through the formulation, analysis, coordination and harmonization of strategies and policies; the strengthening of scientific and technical cooperation; collection, management and dissemination of information; strengthening of different actors, including the private sector; capitalization and dissemination of experiences and lessons learned; and support to the implementation of strategies, policies and programmes.

- The **West African Science Service Centre on Climate Change and Adapted Land Use (WASCAL)**[91] is a large-scale research-focused and capacity building Climate Service Centre designed to help tackle the climate change challenge by enhancing the resilience of human and environmental systems to climate change and increased variability. This is made possible through the strengthening of the research infrastructure and capacity in West Africa related to climate change and by pooling the expertise of West African countries (Benin, Burkina Faso, Cape Verde, Côte d'Ivoire, Gambia, Ghana, Mali, Niger, Nigeria, Sénégal and Togo).

- The **Southern African Science Service Centre for Climate Change and Adaptive Land Management (SASCCAL)**[92] Is a joint initiative of Angola, Botswana, Namibia, South Africa, Zambia, and Germany in response to the challenges of global change. Its objectives are to to conduct research in adaptation to climate change and sustainable land management; to provide products, services and information for decision-making; and to contribute to the creation of a knowledge-based society through academic and non-academic capacity development programmes.

- The **Miombo Network** is a regional partnership on collaborative land monitoring and management, dedicated to providing scientific information and policy guidance for a better future of the Miombo forests across their range countries. It conducts research and policy analysis aiming at improving the benefits and human livelihoods from miombo forest ecosystem. Members include Eduardo Mondlane University, the Global Observation of

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[89] http://www.oss-online.org/en
[90] https://www.cilss.int/index.php/mandat-du-cilss/
[91] https://wascal.org/about-wascal/
[92] http://www.sasscal.org/

Forest and Land Cover Dynamics (GOFC-GOLD), IUCN, the Program on Forests (PROFOR), the Global Change System for Analysis, Research and Training (START) and the World Bank.

- The **Central Asian Regional Information Network (CARIN)** covers 5 countries of Central Asia (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan) and 3 countries of the South Caucasus (Armenia, Azerbaijan, Georgia). Of these, only Kazakhstan is a participating country in the Drylands IP, but CARIN provides a potential mechanism for knowledge exchange with other Central Asian CARIN countries.

- The **World Bank Central Asia Knowledge Network program**, launched as part of the Central Asia Water & Energy Program (CAWEP), seeks to stimulate cooperation and knowledge exchange among local and regional institutions and practitioners in the area of water resource management, energy, and climate change. Regional networks and communities of practice have been established, and institutions equipped with cutting-edge knowledge and skills to build the capacity of government officials and other professionals. Related initiatives with further potential for collaboration include the Academic Network in Central Asia (which brings together representatives from 26 regional universities), and the Regional Cross-Sectoral Working Group in Kazakhstan.

- The **Central Asia Regional Environmetal Cooperation Program (CAREC)** is a program established in 1997 by the Asian Development Bank to encourage economic cooperation among countries in the Central Asian region. In the area of agriculture and water, CAREC will use its honest broker role to promote dialogue on water management issues. Irrigation and efficient agriculture development, improved management of river flows to reduce flood risk, and addressing water contamination are some "early harvest" areas for potential support. Moreover, assistance could also be provided in basin water management, particularly in transboundary areas.

- The UNCCD/CAREC initiative on **Regional approaches to combat drought, sand and dust storms in Central Asia**[93]. This will focus on supporting the Central Asian countries of Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan in developing and implementing risk reduction strategies for sand ans dust storms (SDS) and drought at national and regional levels, while mobilizing experts, partnerships and resources. This will facilitate a multi-stakeholder coordination processes including government agencies, academia, practitioners and local communities.

7. Consistency with National Priorities.

194. The consistency of the child projects supported by the GCP with the national strategies, plans or reports, and assessments under relevant conventions, are summarized in Annex N.

8. Knowledge Management.

195. In line with GEF Knowledge Management Guidelines[94], a key function of the GCP will be comprehensive knowledge management (KM) strategy and approach across the IP. The rationale is based on the need for shared and collaborative learning, improved strategies and tools for adaptive management, and ongoing innovation in SLM/SFM practices in dryland landscapes. Each country project will have its own systems for monitoring and knowledge management, however these will be designed and developed in conjunction with the GCP. This "co-design" process will ensure the *programmatic* vision required for the realization of the value-added potential from a comprehensive knowledge management approach across the IP – and scaling out to other countries. With regard to the knowledge strategy, the child projects and the GCP will work together and be implemented in a collaborative fashion based on individual child project knowledge management strategies, taking advantage of the additional resources available to both the child projects and the GCP as a result of the IP incentive, to ensure the best possible generation and leveraging of knowledge resources at all levels across the Program.

196. The KM strategy will be implemented as a collaborative initiative bridging countries as well as outcomes in key sectors, and will build upon and integrate existing knowledge platforms related to the sustainable management and

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[93] https://www.unccd.int/conventionregions/regional-approaches-combat-drought-sand-and-dust-storms-central-asia
[94] See GEF Approach on Knowledge Management https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.48.07.Rev_.01_KM_Approach_Paper.pdf

restoration of dryland landscapes. This effort will support the application of successful approaches to integrated landscape management (ILM) across countries within the Program, along with the development of new knowledge products for practitioners and strategic communication material for policy and decision makers. A key aspect of the DSL IP knowledge strategy is systematically documenting good practices and lessons learned, leveraging existing platforms and communities of practice.

197. With support from the GCP, country project investments will be linked to regional and global knowledge hubs such as the Global Landscapes Forum, the Global Soil Partnership, and the World Overview of Conservation Approaches and Technologies (WOCAT) among others. Lessons learned through these projects will be transferred and codified, and contribute to national, regional and global knowledge hubs so that they contribute to the global resource of knowledge on best practices, and disseminated to stakeholders both within and beyond the target areas and countries. Under this component, the GCP will also coordinate training and technical assistance to national project implementation teams and stakeholders at national and regional levels.

198. The KM Strategy will prioritize showcasing and upscaling successful strategies, best practices for enhancing the engagement of women and particularly vulnerable groups and resources within child projects, ensuring further uptake by national project implementation teams and stakeholders at national and regional levels on successful approaches. Examples of the successful integration of gender equality and women's empowerment by demonstrating the necessity and benefits of incorporating a gender-sensitive approach will be consolidated. This will involve the collection of experiences, opportunities and challenges and bringing the interface of gender and landscape restoration as a national and global community of practice closer, rooted in the experience and expertise of partners in civil society, multilateral organizations, research community and the private sector – all working in different ways to enhance gender-responsiveness within restoration efforts, value chain development, and investments in sustainable production practices.

199. The GCP will be leveraging the efforts of the FAO South-South and Triangular Cooperation Division in promoting a systematic learning approach to document and disseminate knowledge resources through the initiative called "Making every voice count for adaptive management". The initiative proposed the KM strategy based on the knowledge management cycle. It uses a variety of communication tools, focusing on a participatory video approach as an interactive platform that supports networking and knowledge generation, and in later stages documenting and disseminating knowledge assets and lessons learned – especially those identified by the local communities and stakeholders at landscape level. The baseline documentation was produced in the form of participatory videos and the GCP will be selecting the practical knowledge and challenges to be discussed at the regional and global level. It will also contribute, at a later stage, to disseminate these practices through different networks, including the COFO Working Group on Dryland Forests and Agrosilvopastoral Systems. The goal is to create a bridge between other teams and initiatives and work beyond the 11 countries involved in this program.

200. Key activities will include:

- Development of a contextualized good practices and lessons learned methodology aiming to harmonize the knowledge management efforts across all child projects as well as linking country efforts to the regional and global level through the GCP.

- Deployment of innovative spatial data assessment tools to support partners in monitoring and co-production of knowledge with local stakeholders;

- A stocktaking of existing knowledge products (including tools and approaches) supporting integrated management of dryland landscapes and seascapes, including related best practices;

- Development and testing of a web-based platform on integrated approaches to dryland landscape management and restoration, best practices, guidelines, tools, and methodologies to support program implementation and host new innovations and experience emerging from the Program (this will be subject to consultative assessments of how such a platform might complement other, existing platforms, as against the alternative of enriching and enhancing such platforms, and strategies for ensuring the post-project sustainability of platforms) including the UN DECADE for Ecosystem Restoration Platform on good practices;

- Preparation of strategic communication policy briefs for senior managers and decision makers on Program implementation;
- Highlighting of the work of the Dryland Sustainable Landscapes Program within key communities of practice, such as the Global Landscapes Forum;
- Facilitation of interactive learning events, including the sharing of results and lessons learned, for example at UNCCD CRICs and COPs.

201. The expected outcomes from this effort will be strengthened capacity amongst institutions and other stakeholders in monitoring and assessment of the resilience of dryland landscapes, improving the evidence base for the deployment of best practices, and facilitating Program-wide learning, reporting and adaptive management.

202. The KM Strategy will prioritize showcasing and upscaling successful strategies and best practices for enhancing the engagement of women and particularly vulnerable groups and resources within child projects, ensuring further uptake by national project implementation teams and stakeholders at national and regional levels on successful approaches. This will involve the collection of experiences, opportunities and challenges and bringing the interface of gender and landscape restoration as a national and global community of practice closer, rooted in the experience and expertise of partners in civil society, multilateral organizations, the research community and also the private sector – all working in different ways to enhance the gender-responsiveness of investments under the Program.

203. The KM Strategy will similarly provide for showcasing experiences of private sector engagement of relevance to dryland management, at different levels ranging from private sector involvement at farm level in input supply and enhancement of the capacities of farmers and farmer organizations for sustainable production, through the co-development of inclusive green value chains, to participation by the private sector, alongside others, in landscape- and sector-wide policy and planning platforms.

204. There are numerous knowledge-related gender gaps that the global project can contribute to closing. There are also serious data gaps in the gender-environment nexus in most countries. Some of the types of gender-transformative activities for the global and child projects to consider supporting include, for example:

- Documenting success stories/applications/benefits including the documentation of change during the project period: costs of existing opportunities from (alternative) sustainable livelihoods and income-generation opportunities such as conservation, rehabilitation and restoration actions for women
- Gender-sensitive value chain assessments that analyze each node of the commodity value chain and the relationships between the actors in and between the nodes, in line with existing FAO guidance.
- Development and dissemination of gender- and age-appropriate training and communication materials, including those that increase awareness of the roles of women and men in the sustainable management and use of natural resources (participatory approaches)
- Integrate exisitng labour and time- saving technologies[95] an co-design, develop and test furter tools
- Gender-focused learning ('good practice') workshops embedded in the IP'sregional and global events
- Assessment of innovations in packaging/presentation of knowledge products to reach less empowered groups

Knowledge Management timeline:

	Y1				Y2				Y3				Y4				Y5			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Development of a contextualized good practices and lessons learned methodology																				
Deployment of innovative spatial data assessment tools																				
A stocktaking of existing knowledge products (including tools and approaches)																				

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[95] http://www.fao.org/3/a-i4741e.pdf, to be drawn from / integrated into http://www.fao.org/teca/about-teca/en/

Activity																								
Development and testing of a web-based platform on integrated approaches to dryland landscape management and restoration																								
Highlighting of the work of the Dryland Sustainable Landscapes Program within key communities of practice																								
Facilitation of interactive learning events																								
Preparation of strategic communication policy briefs																								

KM Budget:

Professional Salaries	USD
Program Officer Capacity and Knowledge P-4	316,875
Contracts	
Regional Action in Support of Dryland Restoration (IUCN) (training, workshops and meetings and associated travel)	411,720
Communities of Practice (WOCAT)	400,000
International Travel (per diem and transport)	
a) Staff participation in regional training & knowledge sharing events	72,000
b) Consultant participation in knowledge events	88,800
c) Invited guests to knowledge events	36,000
Regional and National Travel (per diem and transport)	
a) Travel for regional training and knowledge sharing events	60,000
b) Travel for national training and knowledge sharing events	15,000
Training / workshops / meetings	
a) Program Launch Event	10,000
b) GEF Assembly/Council Events	16,000
c) CAREC Council Meetings Events	30,000
d) Mapping and assessment workshops	40,000
e) On-demand workshop and trainings	72,050
f) Transboundary coordination and assessment workshops	70,000
g) Private sector engagement forums	78,581
h) Thematic workshops and trainings	80,000
i) Annual PSC meetings	20,000
j) Final Workshop	42,500
TOTAL:	**1,859,526**

9. Monitoring and Evaluation.

205. Monitoring and evaluation (M&E) in the Impact Program will occur at a number of levels. The indicators to be measured at each level will be as follows:

Table 6. Levels of indicators and adaptive management in the Impact Program

Level at which measured	Type of indicator	Where stated	Utility
Child projects	Child project-specific outcome- and output-level indicators	Child project results frameworks (RFs)	- Monitoring and adaptive management of child projects

Level at which measured	Type of indicator	Where stated	Utility
	Child project outcome- and output-level indicators harmonized across the IP		- Monitoring and adaptive management of child projects - **Monitoring and adaptive management of the GCP**
	GEF-7 Core Indicators	Child project GEF-7 Core Indicator tables (linked to and harmonized with RF indicators)	- Host country monitoring of contributions to national commitments to SDGs and LDN - **Monitoring by GCP of the overall effectiveness of the DSL IP**
	- Sustainable Development Goals - LDN Indicators	Directly related to child project RF indicators and/or GEF-7 Core Indicators	- Monitoring by FAO and GEF of overall portfolio effectiveness
Non-IP countries	Indicators for GCP Outputs 1.1.1 and 1.1.2	GCP results framework	- **Monitoring and adaptive management of the GCP** - **Monitoring by GCP of the overall effectiveness of the DSL IP**

Figure 9.   Levels of monitoring and adaptive management
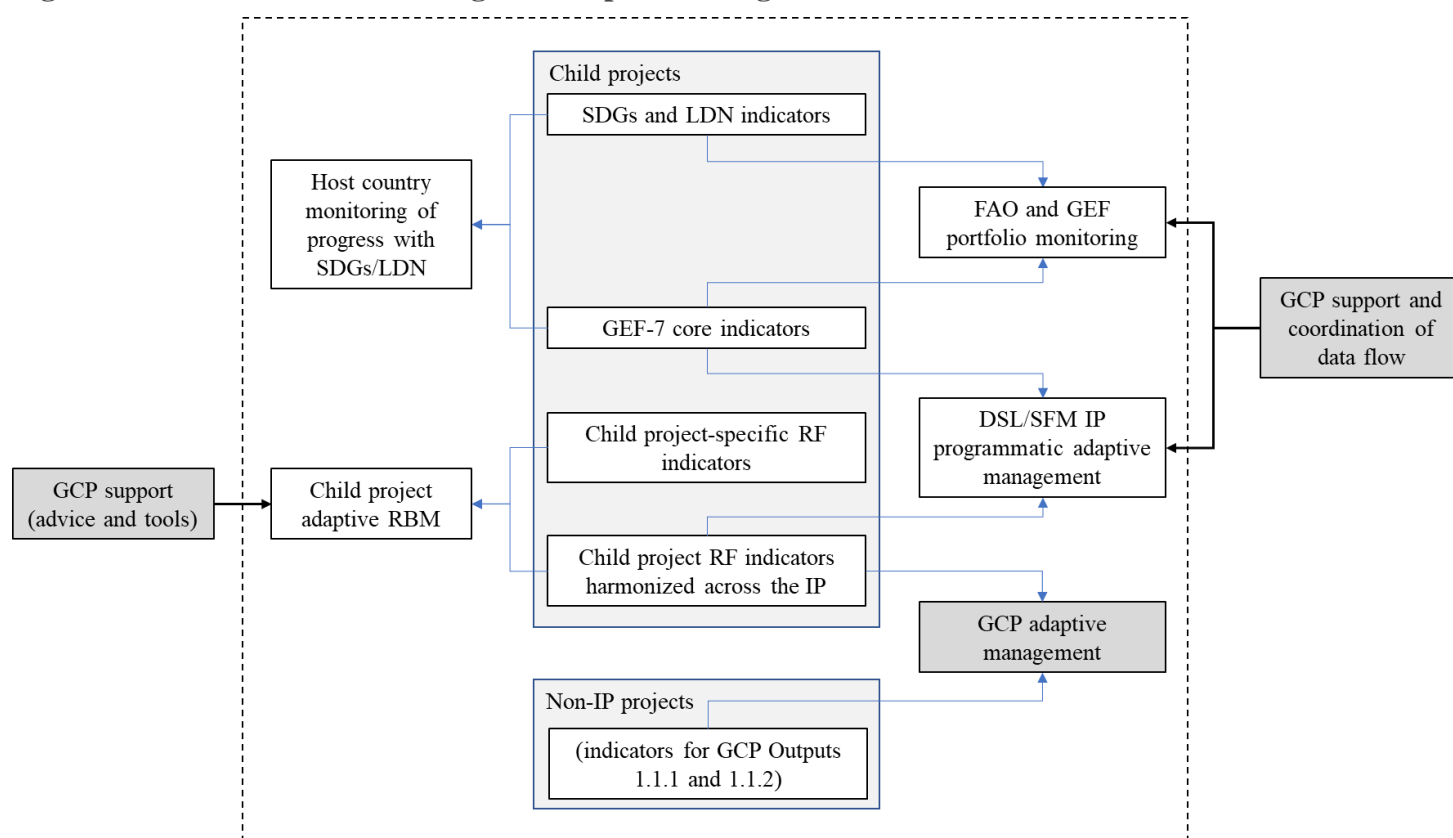
206. The GCP indicators to be measured through the M&E system are set out in the Results Framework (Annex A1). In addition, the GCP will support the effective, relevant, consistent and (where necessary) harmonized application of M&E systems by each of the IP child projects.

207. Coordination of the monitoring of GCP indicators, and the management of the results, will be under the lead responsibility of a dedicated full-time M&E specialist in the central GCP Coordination Office. Additional responsibilities will be supported by support from the dedicated global project coordination team on knowledge management (KM), capacity development (CD) and stakeholder engagement (SE).

Table 7. Monitoring and Evaluation Plan

Project Outcome/Output	Indicator	Sources of verification	Frequency	Responsible for data collection	Budget source
Outcome 1.1: Child project investments are prioritised, targeted and coordinated to maximise effectiveness, realise the potential for synergies, and address transboundary issues	Number of child projects that have considered, and where appropriate reflected, transboundary issues and potential for synergies in their investments	Review of PIRs and annual work plans and budgets, GCP and LTO oversight visits	Annual	GCP M&E specialist	GCP M&E specialist salary and information management support costs
		Child project reporting instruments to GCP	Six-monthly	Child project M&E officers	Child project M&E officer salaries and information support costs
Output 1.1.1 Strategy documents defining objective, evidence-based regional and global priorities for investments in sustainable dryland management	Number of IP and non-IP countries covered by prioritization/strategy documents	Review of prioritization/ strategy documents, GCP and LTO oversight visits	Annual	GCP M&E specialist	GCP M&E specialist salary and information management support costs
		Child project reporting instruments to GCP	Six-monthly	Child project M&E officers	Child project M&E officer salaries and information support costs
Output 1.1.2 Mechanisms for transboundary coordination of approaches and investments in sustainable dryland management	Number of IP and non-IP countries included in mechanisms for transboundary coordination	Review of prioritization/ strategy documents, GCP and LTO oversight visits	Annual	GCP M&E specialist	GCP KM specialist salary and information management support costs
		Child project reporting instruments to GCP	Six-monthly	Child project M&E officers	Child project M&E officer salaries and information support costs
	Number/identity of regional and global policy/dialogue platforms with which the GCP and child projects is engaged	Enquiries to representatives of platforms	Annual	GCP M&E specialist	GCP KM specialist salary and information management support costs
Outcome 2.1 Child projects are at the forefront of global best practice to maximize enduring, replicable results at scale to avoid, reduce and reverse land degradation	Number of child projects applying knowledge inputs on best practices, supported by the GCP, in their operations	GCP and LTO oversight visits, child project reporting instruments to GCP, participatory videos produced by target groups in target landscapes	Six-monthly	GCP KM/CD/SE specialist, child project M&E officers	GCP CD/KM/SE specialist salary and information management support costs Child project M&E officer salaries and information support costs – software cost
Output 2.1.1 Knowledge inputs provided to child projects	Number of child projects receiving knowledge inputs responding to their expressed needs, by frequency of input	GCP and LTO oversight visits, child project reporting instruments to GCP	Six-monthly	GCP KM/CD/SE specialist, child project M&E officers	GCP KM/CD/SE specialist salary and information management support costs Child project M&E officer salaries and

Project Outcome/Output	Indicator	Sources of verification	Frequency	Responsible for data collection	Budget source
					information support costs
Output 2.1.2 Capacity development program for national and regional actors	% of requests from IP countries for capacity development support by the GCP that have been satisfied	Training records of GCP, participatory videos, child project reporting instruments to GCP	Six-monthly	GCP KM/CD/SE specialist, child project M&E officers	GCP KM/CD/SE specialist salary and information management support costs Child project M&E officer salaries and information support costs
Outcome 2.2 The program and its child projects contribute to local, regional and global stores of knowledge	Number/identity of local, regional and global knowledge hubs incorporating and sharing knowledge inputs received from child projects	Questionnaires directed at knowledge hubs	Annual	GCP KM/CD/SE specialist	GCP KM/CD/SE specialist salary and information management support costs
Output 2.2.1 Harmonised methodological guidance for knowledge collation and management by child projects	Number of child projects collating and managing knowledge in accordance with guidance	GCP and LTO oversight visits, child project reporting instruments to GCP	Six-monthly	GCP KM/CD/SE specialist, child project M&E officers	GCP KM/CD/SE specialist salary and information management support costs Child project M&E officer salaries and information support costs
Output 2.2.2 System for feeding knowledge and results generated by the project into regional and global knowledge hubs	Number of child projects feeding knowledge and results into knowledge hubs, by frequency of input	GCP and LTO oversight visits, child project reporting instruments to GCP	Six-monthly	GCP KM/CD/SE specialist, child project M&E officers	GCP KM/CD/SE specialist salary and information management support costs Child project M&E officer salaries and information support costs
Outcome 2.3 Stakeholders at national, regional and global levels are effectively engaged and informed regarding the project and the models of sustainable dryland management, stimulating active participation and scaling up	Numbers/identities of entities at national, regional and global levels receiving communications of experiences and models from child projects	Questionnaires directed at national, regional and global entities, child project reporting instruments to GCP	Six-monthly	GCP KM/CD/SE specialist	GCP KM/CD/SE specialist salary and information management support costs
Output 2.3.1 Guidance for stakeholder engagement, consistent and branded outreach and results communication by child projects	Number of child projects carrying out consistent and branded outreach and results communication in accordance with guidance	Child project reporting instruments to GCP, review of outreach and communication products	Six-monthly	GCP KM/CD/SE specialist, child project M&E officers	GCP KM/CD/SE specialist salary and information management support costs Child project M&E officer salaries and information support costs
Output 2.3.2: Direct outreach by the GCP	% of issues and target countries (IP and non IP) identified in the GCP	Review of GCP outreach and	Six-monthly	GCP KM/CD/SE specialist	GCP KM/CD/SE specialist salary and information

Project Outcome/Output	Indicator	Sources of verification	Frequency	Responsible for data collection	Budget source
	outreach strategy on which the GCP has carried out direct outreach in accordance with the outreach strategy	communication products			management support costs
Outcome 3.1: The program and its child projects are subject to adaptive management, responding effectively to lessons learned and evolving conditions in order to maintain relevance and ensure sustainability	Number of child projects whose strategic directions and annual work plans and budgets consider, and where necessary respond to, the results of M&E across the IP (or their respective IP region) as a whole	Review of PIRs and annual work plans and budgets, GCP and LTO oversight visits	Annual	GCP KM specialist	GCP KM specialist salary and information management support costs
		Child project reporting instruments to GCP	Six-monthly	Child project M&E officers	Child project M&E officer salaries and information support costs
Output 3.1.1: Programmatic M&E system incorporating child project M&E results and program-level indicators, guiding adaptive program management and reporting program-wide contributions to GEF-7 core indicators and SDGs	Number of child projects from which the GCP is consistently incorporating M&E results	Review of GCP programmatic M&E system	Six-monthly	GCP M&E specialist	GCP M&E specialist salary and information management support costs
Output 3.1.2: Harmonised methodological guidance and standards for child project M&E systems	Number of child projects applying harmonized methodological guidance and standards in M&E systems	Review of PIRs, GCP and LTO oversight visits	Annual	GCP M&E specialist	GCP M&E specialist salary and information management support costs
		Child project reporting instruments to GCP	Six-monthly	Child project M&E officers	Child project M&E officer salaries and information support costs

10. Benefits.

208. As is the case with global environmental benefits and gender, the GCP will serve to amplify the delivery of socioeconomic benefits by the child projects that constitute the programme through:

- The coordination of efforts among projects and partipating countries in order to realize the potential for synergies, and avoid duplication, conflicts or impact leakages.

- Facilitate participating countries' access to knowledge and technical assistance, and the exchange of knowledge among countries (IP and non-IP) on options for reconciling the delivery of global environmental benefits with socioeconomic benefits (including win-win options where the socioeconomic benefits actively support the achievement of GEBs, and vice versa).

- Facilitating access to policy support through COFO WG on Dryland and UNCCD.

11. Livelihoods, Employment, and responding to the global health challenges.

209. The GCP will facilitate efforts by child projects, through technical assistance and knowledge resources, to improve their effectiveness in contributing to improved livelihoods, employment, and responding to health challenges such as COVID-19, HIV/AIDS and malaria. Issues of particular relevance in relation to the DSL IP include the following:

- Most poor people in drylands depend on agriculture, which is typically characterized by precarious and poorly-remunerated jobs.

- Degradation, desertification, and deforestation of land and ecosystems in drylands lead to increasing difficulties to produce and secure a dignified income from agricultural work.

- Youth in particular (especially young women) face additional disadvantages in accessing productive and gainful jobs, due to their limited access to productive resources, including land and credit, as well as markets and organizations. The impacts of climate and environmental change may affect access to decent jobs for youth, especially in the agriculture sectors where the great majority of jobs are water-dependent.

- Lack of jobs and deteriorating environmental conditions often result in youth migration. This is particularly true in drylands, where migration is closely linked to environmental stresses and is often used as a way to adapt to environmental and climate changes.

- Early removal from school to put children into child labour responds to a functional and economic dependency of farmers facing desertification and the loss of their resources. This situation can trap children and youth in a vicious cycle of hunger and poverty.

- At the time of submission, the response to the COVID-19 emergency in IP countries was in the process of being developed and implemented. The GCP will facilitate efforts of country projects to work with national government counterparts to ensure wherever possible that IP investments are supporting the resilience of food systems, value chains, and the employment associated with this.

210. Interventions under the IP, which will be supported by the GCP, recognise that revitalising rural economies and actively promoting productive employment and decent work in rural areas is crucial to improve food security and reduce inequalities and poverty while also promoting safe, regular and orderly migration for the development of rural areas. Decent jobs are opportunities for work that are productive, respect core labour standards, provide a fair income (whether through self-employment or wage labour) and ensure equal treatment for all: workers should be able to perform their tasks under safe and healthy conditions and have a voice in the workplace. Through the IP, the sustainable management and restoration of landscapes, and the improvement of natural resource management and rural livelihoods, could address some of the adverse drivers of migration by improving the well-being and resilience of local populations, especially youth. As noted above, this will also include facilitating the efforts of national government counterparts to respond to the COVID-19 crisis in their countries in ways which support collaboration between IP participants and outreach to neighboring countries.

211. The GCP will allow child projects to tap into the particular contributions that FAO is able to make in relation to decent rural employment. In order to provide specific guidance to help improve outcomes for livelihoods and employment through country project and GCP interventions, the Decent Rural Employment Toolbox has been designed to provide assistance to policy makers and planners, rural development practitioners and FAO staff at country level on how to systemize and scale up ongoing efforts to promote decent employment in rural areas[96].

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[96] Specific guidance on how FAO can promote the Four Pillars of Decent Work in rural areas is provided in the Quick reference for addressing decent rural employment (as well as in the full corresponding Guidance document). For more information on FAO's work on decent rural employment and related guidance materials please consult the FAO thematic website at: http://www.fao.org/rural-employment/en/.

PART III: ANNEXES

ANNEX A1- PROJECT RESULTS FRAMEWORK

Results chain	Indicators	Baseline	Mid-term target	Final target	Means of verification	Assumptions	Responsible for data collection
Objective: To maximize the effectiveness, efficiency and sustainability of GEF-7 investments in sustainable drylands management							
Component 1 Programmatic prioritization and coordination**:**							
Outcome 1.1: Child project investments are prioritised, targeted and coordinated to maximise effectiveness, realise the potential for synergies, and address transboundary issues	Number of child projects that have considered, and where appropriate reflected, transboundary issues and potential for synergies in their investments	N/A	5 child projects	11 (100% of child projects)	Review of PIRs and annual work plans and budgets, GCP and LTO oversight visits, child project reporting instruments to GCP	Child project host country interest in transboundary coordination and collaboration	GCP M&E specialist, child project teams
Output 1.1.1 Strategy documents defining objective, evidence-based regional and global priorities for investments in sustainable dryland management	Number of IP and non-IP countries covered by prioritization/strategy documents	TBD	11 IP countries (100%) 6 non-IP countries		Review of prioritization/ strategy documents, GCP and LTO oversight visits, child project reporting instruments to GCP		GCP M&E specialist, child project teams
Output 1.1.2 Mechanisms for transboundary coordination of approaches and investments in sustainable dryland management	Number of IP and non-IP countries included in mechanisms for transboundary coordination	TBD	11 IP countries (100%) 6 non-IP countries		Review of PIRs and annual work plans, GCP and LTO oversight visits, child project reporting instruments to GCP		GCP M&E specialist, child project teams
	Number/identity of regional and global policy/dialogue platforms with which the GCP and child projects is engaged	N/A	UNCCD GM, SADC, GGWI, WG on Dryland Forests and Agro-silvopastoral Systems, Global Farmer Field Schools Platform, Global Landscapes Forum, Global Soils Partnership		Enquiries to representatives of platforms		GCP M&E specialist
Component 2 System-wide capacity development, knowledge management, stakeholder engagement and outreach							
Outcome 2.1 Child projects are at the forefront of global best practice to maximize enduring, replicable results at scale to avoid, reduce and reverse land degradation	Number of child projects applying knowledge inputs on best practices and stakeholder engagement and system-wide capacity development supported by the GCP, in their operations	N/A	5 child projects	11 (100% of child projects)	GCP and LTO oversight visits, child project reporting instruments to GCP	Existence of knowledge on best practices for the issues in question	GCP KM/CD/SE specialist, child project teams

Results chain	Indicators	Baseline	Mid-term target	Final target	Means of verification	Assumptions	Responsible for data collection
Output 2.1.1 Knowledge inputs provided to child projects	Number of child projects receiving knowledge inputs responding to their expressed needs, by frequency of input	N/A	11 IP countries (100%)		GCP and LTO oversight visits, participatory videos, child project reporting instruments to GCP		GCP KM/CD/SE specialist, child project teams
Output 2.1.2 System-wide capacity development program for national and regional actors	% of requests from IP countries for capacity development support by the GCP that have been satisfied	N/A	50%	100%	Training records of GCP, child project reporting instruments to GCP		GCP KM/CD/SE specialist, child project teams
Outcome 2.2 The program and its child projects contribute to local, regional and global stores of knowledge	Number/identity of local, regional and global knowledge hubs incorporating and sharing knowledge inputs received from child projects	N/A	One **local/national** knowledge hub per participating country **Global:** WOCAT, UNCCD GM, WG on Dryland Forests and Agro-silvopastoral Systems, Global Farmer Field Schools Platform, Global Landscapes Forum, Global Soils Partnership, Pastoral Systems Knoweledge Hub, Agroecology Knowledge Hub		Questionnaires directed at knowledge hubs	Existence of functioning knowledge hubs	GCP KM/CD/SE specialist
Output 2.2.1 Harmonised methodological guidance for knowledge collation and management by child projects	Number of child projects collating and managing knowledge in accordance with guidance	N/A	11 IP countries (100%)		GCP and LTO oversight visits, child project reporting instruments to GCP		GCP KM/CD/SE specialist, child project teams
Output 2.2.2 System for feeding knowledge and results generated by the project into regional and global knowledge hubs	Number of child projects feeding knowledge and results into knowledge hubs, by frequency of input	N/A	11 IP countries (100%)		GCP and LTO oversight visits, participatory videos, child project reporting instruments to GCP		GCP KM/CD/SE specialist, child project teams
Outcome 2.3 Public and private stakeholders at national, regional and global levels are effectively engaged and informed regarding the project and the models of sustainable dryland management, stimulating active participation and scaling up	Numbers/identities of entities at national, regional and global levels receiving communications of experiences and models from child projects	N/A	At least one national institution in each of the environmental, agriculture, forestry and livestock sectors, plus private sector, in each IP country and scaling out country **Global:** WOCAT, UNCCD GM, WG on Dryland Forests and Agro-silvopastoral Systems, Global Farmer Field Schools Platform, Global Landscapes Forum, Global		Questionnaires directed at national, regional and global entities, child project reporting instruments to GCP	Receptiveness of national, regional and global actors to outreach and communication inputs	GCP KM/CD/SE specialist

Results chain	Indicators	Baseline	Mid-term target	Final target	Means of verification	Assumptions	Responsible for data collection
			Soils Partnership, Pastoral Systems Knoweledge Hub, Agroecology Knowledge Hub				
	Numbers of partnership/value chain agreements entered into by child project actors with national, regional or global private sector actors	N/A	5 (in different IP countries)	11 (at least one per IP country)	Child project reporting instruments to GCP	Value chain opportunities with regional or global private sector actors exist for the products from the child project countries	GCP M&E specialist, child project teams
Output 2.3.1 Guidance for consistent stakeholder engagement, and branded outreach and results communication by child projects	Number of child projects carrying out consistent and branded outreach and results communication in accordance with guidance	N/A	11 IP countries (100%)		Child project reporting instruments to GCP, review of outreach and communication products		GCP KM/CD/SE specialist, child project teams
Output 2.3.2: Direct outreach by the GCP	% of issues and target countries (IP and non IP) identified in the GCP outreach strategy on which the GCP has carried out direct outreach in accordance with the outreach strategy	N/A	80%	100%	Review of GCP outreach and communication products		GCP KM/CD/SE specialist
Component 3 Programme-wide monitoring and adaptive management							
Outcome 3.1: The program and its child projects are subject to adaptive management, responding effectively to lessons learned and evolving conditions in order to maintain relevance and ensure sustainability	Number of child projects whose strategic directions and annual work plans and budgets consider, and where necessary respond to, the results of M&E across the IP (or their respective IP region) as a whole	N/A	11 IP countries (100%)		Review of PIRs and annual work plans and budgets, GCP and LTO oversight visits, child project reporting instruments to GCP	Receptiveness of child projects to the results of programme-wide M&E	GCP M&E specialist, child project teams
Output 3.1.1: Programmatic M&E system incorporating child project M&E results and program-level indicators, guiding adaptive program management and reporting program-wide contributions to GEF-7 core indicators and SDGs	Number of child projects from which the GCP is consistently incorporating M&E results	N/A	11 IP countries (100%)		Review of GCP programmatic M&E system		GCP M&E specialist
Output 3.1.2: Harmonised methodological guidance and standards for child project M&E systems	Number of child projects applying harmonized methodological guidance and standards in M&E systems	N/A	11 IP countries (100%)		Review of PIRs, GCP and LTO oversight visits, child project reporting instruments to GCP		GCP M&E specialist, child project teams

ANNEX A2 – PROJECT BUDGET

DSL GCP project REV
03.02v2.xlsx

ANNEX B: RESPONSE TO PROJECT REVIEWS

(from GEF Secretariat and GEF Agencies, and Responses to Comments from Council at work program inclusion, and responses to comments from the Convention Secretariat and STAP at PFD stage).

Comment	Response
IUCN: Table D is not aligned with what is mentioned in Part I, which shows three GEF agencies (FAO, WB and IUCN), which would mean agency fees should be shared? Clarify roles of GEF agencies throughout project document to avoid confusion.	Please note that Table D refers specifically to the selected GEF Implementing Agency, which in the case of this project is FAO, whereas Part I is intended to list all of those GEF accredited agencies participating in any form in the project (so includes WB and IUCN, which will not be IAs as such).
IUCN: para 24 ("In practice, FAO through the GCP will provide oversight, orientation and methodological support to the prioritisation process"). Again, Part I above should be clarified and corrected, otherwise IAs should also be expected to contribute to what FAO will be providing to child projects.	The fact that the other GEF accredited agencies (WB and IUCN) are mentioned in Part I does not imply that they are IAs for this project.
GEF: Core indicators: the 10% GCP increment on top of the child projects may require some more reasonable justification. We think a 10% figure is justified, however, it would probably only apply to targets that are amenable to mainstreaming and out-scaling, such as core indicator 4 and the number of beneficiaries.	We would suggest that core indicators 1 (terrestrial PAs) and 3 (land restored) are also "potentially amenable to mainstreaming and outscaling", but probably to a lesser degree than indicators 4 and 11. We have therefore reduced the increment in the case of indicators 1 and 3 to 5%, instead of 10%.
WOCAT: Para 3: Unless you are planning to implement some accompanying research activities, which can provide proof, I would not say that this project is fostering 'scaling deep' (as compared to the 'up' and the 'out' which can be shown by including it in the M&E).	The project does indeed aim at "scaling deep", changing prevailing and ingrained paradigms in policy- and decision-makers. According to the article referenced in the footnote, "scaling deep" may be achieved through, for, example, investing in transformative learning and communities of practice, which coincides with what the project is aiming to facilitate.
WOCAT: para 15: Again would be cautious with using 'scaling deep' here unless you foresee to create some evidence around this topic. Also, it is not quite clear what is meant with 'impacts… to be scaled deep'. The idea of scaling deep is a change in norms and values so that a sustainable management is fostered… in this sense, an impact can't be scaled deep…	An additional bullet pont has been added under paragraph 45: *"Contributing to the transformation of dominant paradigms on the management of drylands among policy makers and practitioners, for example by supporting "communities of practice" and comparative policy dialogues ("scaling deep");"*
WOCAT: Para 9: "What is not mentioned under the Barrier 'knowledge' is the fact that compared to other activities, for knowledge-related activities there is usually much less funding available (even though KM is included in the project doc and usually there is some KM strategy there). This is also often a reason why, as you say 'capacity development is carried on a piecemeal basis' – as this is what can be afforded. We can tell this from our own long-term experiences that donors/programmes usually envisage e.g. a one-time training and then think that this will result in people taking up a methodology and generating data etc. Participants of such events would rather profit from a long-term backstopping to apply the learnt as well as from e.g. a Community of Practice which is sustained over a longer period of time (and then can continue working beyond the project), to establish knowledge exchange and a network over a longer time period. So, from our perspective we would add to the lack of systemic approach also the funding to implement such".	Text added to Barrier 2: "*In addition, capacity development in relation to dryland management is typically carried on a piecemeal basis, focusing principally on one-off training activities for individuals within specific countries, rather than organizational and institutional structures and networks. It typically lacks the systemic approach that is required to promote ownership at national and regional levels, to maximize scale and especially durability of impact (through "communities of practice", knowledge exchange networks and long-term backstopping to ensure that learning is applied), and to take advantage of opportunities for coordination and economies of scale.*"

Comment	Response
WOCAT: Para 13: "The UNCCD knowledge hub is not mentioned. That would be the knowledge hub of UNCCD (incl. GM) where they share knowledge/information"	Corrected as follows (bullet point under current paragraph 44): *"Knowledge hubs at global and regional levels, such as the Global Landscapes Forum, the UNCCD Global Mechanism and knowledge hub, the Global Soil Partnership, the World Overview of Conservation Approaches and Technologies (WOCAT), the Pastoral Systems Knowledge Hub and the Agroecology Knowledge Hub:..."*
WOCAT: Para 37: Same comment as above, would be good to mention the UNCCD knowledge hub and maybe further also highlight the UNCCD drought toolbox and the SDS.	Corrected as follows: Current paragraph 86: "*Knowledge management and outreach will be critical to ensure that actions are informed by and respond to lessons learned that are captured regionally and globally, cutting edge science and best practice, and linking them to regional and global knowledge hubs such as the Global Landscapes Forum, the Global Soil Partnership, the World Overview of Conservation Approaches and Technologies, the UNCCD Knowledge Hub, the Dryland Restoration Initiatives Platforms, the Pastoral Systems Knowledge Hub and the Agroecology Knowledge Hub.*"
UNCCD GM: Para 13: Add ref to the recently released GEF STAP Guidelines for LDN here.	Bullet under current paragraph 44: *"In addition, the UNCCD Science-Policy Interface (SPI) has released the Scientific Conceptual Framework for Land Degradation Neutrality (LDN): this provides a scientific basis for understanding, implementing and monitoring LDN. It has been designed to create a bridge between the vision and the practical implementation of LDN, including through the LDN Target Setting Programme. The GEF Scientific and Technical Advisory Panel (STAP) has also issued guidelines offering practical help in developing GEF projects which contribute to Land Degradation Neutrality."*
WOCAT: Para 13: Linking to the IAP could be an excellent opportunity to create Communities of Practice around certain topics. This would be a bit more concrete than 'knowledge sharing' and could facilitate knowledge exchange as well as co-creation beyond both the IAP and the DSL.	Additional text added to current paragraph 87: *"The project will move beyond the piecemeal approach that at present is typically applied to knowledge management and capacity enhancement, to a process-based approach where training activities are complemented by long-term backstopping, in order to ensure that learning is applied, for example through long-term "communities of practice" and knowledge exchange networks. An example of an opportunity to establish such communities of practice is through linkages with the GEF-6 Food Security Integrated Approach Program (IAP) in Africa"*.
WOCAT: Para 37: Under the capacity enhancement there could also be a mentioning of establishment of Communities of Practice. Probably there was limited interest from countries on that so it is not specifically included?	
WOCAT: para 122: Here now communities of practice are mentioned but they have not been brought up in earlier sections under KM-related activities and capacity development.	
GEF: para 17: Sustainability of the Regional KM Exchange Mechanism (REM) (Para 17) doesn't seem to have been considered. Where will it be anchored after the project has ended?	Additional text added (new para 63): *"Sustainability of the REMs will be addressed through close engagement and participation of key regional platforms. The specifics of the institutional arrangements for the REMs will be defined at project start, but it is foreseen that they will be linked to platforms such as the Central Asia Regional Environmental Center (CAREC), the Great Green Wall Initiative (GGWI) or the*

Comment	Response
	Southern Africa Development Coordination Conference (SADCC). Linking the REM to these initiatives and institutions will contribute to mainstreaming into their approaches and operations integrated regional considerations of environmental sustainability – thereby contributing to "scaling deep" of these paradigms at policy level.
GEF: para 17: Work on common management challenges: It seems that the proposed activities are mostly working through the REM, which we find limited in scope. E.g. the work on the charcoal challenge would certainly require more input/activities that KM related activities.	Further detail on the roles of the REMs (beyond KM) is now provided in paragraphs 57-66.
WOCAT: para 17: What about South-South cooperation in the other countries? E.g. context of SDS Kazakhstan-Mongolia? There are activities going on there with e.g. the UNCCD SDS to which the DSL could link to.	Point added under Output 1.1.2: "- *Concerted and coordinated action will be taken to address biome-wide problems such as sand and dust storms (SDS), linking where possible into ongoing South-South cooperation initiatives such as that supported by the UNCCD in Kazakhstan and Mongolia".*
WOCAT: para 17: What about the IAP hubs, are they still existent/will they continue to exist? Can a linkage with those be created and the DSL can benefit from existing knowledge and exchange structure available?	Additional text in para 63: *"Where possible they will also be linked to the IAP hubs, allowing them to benefit from existing knowledge and exchange structures".*
GEF: para 17: The term REM and how the mechanism is described gives the impression that it mainly supports knowledge management and knowledge exchange, which would be too narrow in scope.	This has been addressed and further clarified in Annexes L-O
WOCAT: Box 1: Where will the 'Technical Advisor' hired by FAO be located? At the FAO office in one of the countries? Or rather within a regional institution? You may benefit from exchange with existing FAO programmes such as CACILM II where this (at least from our point of view) is quite a challenge…	This is an operational question and does not have to be addressed in the text.
GEFSec: Table 2: It might be good to explain the selection criteria for those countries in a footnote. I know the reasoning behind, but the wider audience might wonder why countries like Uganda, Rwanda, etc. are not included. What about countries like Togo, Benin, Senegal, Gambia, Guinea, Chad, etc.?	Explanatory text has been added to paragraph 58 as follows: *"The additional countries potentially included in the regional mechanisms, other than those that are directly participating in the IP, are proposed because: i) they share similar dryland conditions to those in the IP countries (and so may be targets for knowledge sharing and scaling out), ii) they are either directly adjacent to IP countries or form part of a contiguous block of countries that includes an IP country, and so may provide the opportunity for collaboration on transboundary issues and iii) they feature favourable enabling conditions for participation".*.
GM: Table 2: Consider Swaziland and Lesotho. Lesotho is surrounded by South Africa and implementing Integrated Catchment Management Project supported by the EU	On this basis, we propose adding Rwanda to the East Africa REM; adding Cote d'Ivoire, Ghana, Senegal, Togo and Benin to the Sahel REM; and removing Mauritania from the Sahel REM.
WOCAT: para 19 ("Building on and learning from the Miombo/Mopane REM model, it is envisaged that similar mechanisms may also be established in the other regions covered by the Impact Program (see Table 2)"). This would mean that the other hubs/regional mechanisms are initiated later, after a certain learning has taken place from the REM model. As it will take a while for such mechanisms to function it might be worthwhile to still start	Paragraph 59: "*A detailed proposal for the functioning of the Miombo/Mopane REM (one of the key REMs in terms of scale, to be led by FAO) is presented in Annex N, and proposals for the REMs in Eastern and Western Africa and Central Asia, to be led by IUCN, are presented in Annexes O, P and Q. A comprehensive strategy and results framework that would include all of the REMs will be developed jointly between IUCN and FAO during*

Comment	Response
some assessments on additional regional mechanisms at an early stage, not solely waiting for the learning from the REM model.	*the review stage and finalized in the early stages of implementation"*.
GM: para 20: Consider coordination with existing transboundary institutions such as relevant River Basin Organisations e.g. OKACOM, ZAMCOM, BUPUSA and transfrontier conservation areas.	Paragraph 67 expanded as follows: *"This coordination will take advantage where possible of existing initiatives such as CACILM and the Great Green Wall; inter-governmental organizations such as SADC; transboundary river basin organizations such as the Permanent Okavango River Basin Water Commission (OKACOM), the Zambezi Watercourse Commission (ZAMCOM) and the Buzi, Pungwe and Save (BUPUSA) Tri-basin Project; transfrontier conservation areas; and the UNCCD Secretariat."*
GM: para 20: SADC has also established a Water, Energy, Food Nexus Conceptual Framework and Governance structure. The SADC WEF Nexus Dialogues are a platform this project could also take advantage of which bring together the Water, Energy, Agriculture and Economic Planning sectors	Text on the SADC WEF Nexus has now been added to Box 2. (Global initiatives and platforms linked to the Program)
GM: Ideally, as detailed in the LDN conceptual framework and GEF STAP guidelines for LDN, such a prioritization/planning exercise would require a set of preparatory assessments: • Land potential and land stratification • Current land degradation status • Resilience of current and proposed land uses • Socioeconomic context, including assessment of gender equality and barriers to participation of women and youth • Cost-benefit analysis of proposed interventions	New paragraph 72 added: *"As detailed in the LDN conceptual framework and GEF STAP guidelines for LDN, these prioritization/planning exercises will require a set of preparatory assessments:* - *Land potential and land stratification* - *Current land degradation status* - *Resilience of current and proposed land uses* - *Socioeconomic context, including assessment of gender equality and barriers to participation of women and youth* - *Cost-benefit analysis of proposed interventions*
GEF: Output 1.1.1: As much as possible, please utilize information that already exists from existing studies/research, regional projects or at the regional level in the prioritization process	Paragraph 69 modified: *"The GCP will facilitate:* • The objective, evidence-based definition of priorities for transboundary management units for improved land management, production and restoration, connectivity (corridors) and conservation (protected areas or other area-based conservation strategies) • The evidence-based regional prioritization of dryland rehabilitation and restoration investments in order to optimize benefits and address trans-boundary factors."
WOCAT: How do you differentiate here between evidence-based and science-based? For the second, will this prioritization be based on existing scientific knowledge? Or is the idea to collaborate with researchers to produce new insights? The Examples under 25. present types of evidence that would be generated, but what about the science? This paragraph could include something like: … collaboration with national and regional research institutes and academia for a science-based…	New paragraph 70 added: *"The starting point for these processes of prioritization will always be reviews of existing information from prior or ongoing studies, research, regional projects etc., in order to minimize as much as possible the need to generate new data. Where necessary, however, the project will facilitate collaboration with national and regional research institutions and academia to generate highly targeted data of direct relevance to the prioritization processes.*
GEF: Output 1.1.2: Para 28. Any possible lessons from the global wildlife program could be utilized here	A new paragraph (78) has been added: *"Lessons learned from the Global Wildlife Programme will be reviewed and, as appropriate,*

Comment	Response
	incorporated into the transboundary coordination proposed through this project." Footnote: *"The GWP communicates lessons learned in a regular newsletter, regular e-training and capacity building sessions and a series of high level on-line discussions and panels. https://www.worldbank.org/en/programs/global-wildlife-program/publications"*
GM: para 33: SADC has instruments for regional cooperation that provide enabling environment such as the SADC SRAP	Additional text to paragraph 76: *"The project will take advantage wherever possible of existing initiatives and platforms (see Box 2 below) to facilitate this coordination."* A detailed list of initiatives and platforms, including SADC SARP, is provided in Box 2.
GEF: Output 1.1.2: Para 39. Engagement with private sector (companies, associations) not explicitly mentioned here.	Paragraph 83: *"The GCP will facilitate regional collaboration (involving Governments, private sector actors, producer organizations, regional policy and dialogue platforms and others), on the identification and development of green value chains, including the harmonization of quality and sustainability standards and inter-country coordination to ensure reliable supply of dryland products."*
GM: para 35: Some language on Job creation/green jobs could also be considered which maybe important as a COVID 19 response	Additional text in paragraph 83: *"As recognised in all of the DSL IP child projects, and in line with GEF Programming Guidance, the sustainable active management of dryland ecosystems is a core requirement for ensuring their long-term survival: the creation of opportunities for income generation and employment based on such management is increasingly important also to ensure social sustainability, especially in the context of COVID-19 and its direct and indirect implications on dryland livelihoods. Value chains are key determinants of the nature and sustainability of this management: specifically "green value chains" that support, require and/or reward environmental sustainability".*
GEFSec: para 40: We would think also that some of the blended finance solutions could fit here	Current paragraph 84. *"Transboundary collaboration, facilitated by the GCP, will also help countries to identify supra-national sources of financing and investment support for dryland management, conservation and restoration, including blended finance."*
GM: Box 1: The UNCCD COP and Committee for the Review of the Implementation of the Convention (CRIC) are other platforms that the project could take advantage of.	Box 2: *"UNCCD Knowledge Hub, Global Mechanism, Conference of Parties (COP) and Committee for the Review of the Implementation of the Convention (CRIC)"*
GM: Box 1: Consider SADC policy platforms such as Environment Technical Committee meetings, Environment Ministers Meetings	Box 2: *"It will also take advantage of SADC platforms such as Environment Technical Committee meetings and Environment Ministers meetings as opportunities for pursuing inter-country policy dialogue".*
WOCAT: para 42: From WOCAT's perspective it would be innovative to think about including a science-practice (and policy) interface: rather than focusing on providing/sharing scientific inputs with the child projects, the GCP could help to establish such interfaces at national (maybe regional) level, seeking collaboration with research institutes and academia. Researchers could carry out their research (MSc, PhD, Post-Doc) within the realm of the child project and with this deliver up-to-date scientific inputs which could be translated into practice.	New paragraph 95: *"The project will in addition support science-practice/policy interfaces, in collaboration with research institutes and academia at national and regional levels. This would, for example, provide the opportunity for research by these institutions to be carried out within the framework of, and facilitated by, the IP, the GCP and the child projects, in such a way as to deliver up-to-date and relevant scientific inputs which could be directly translated into practice and policy, while at the same time providing the opportunity to contribute to developing a resource of (especially young) researchers with practical*

Comment	Response
This would additionally support to foster the involvement of the future generation. What we see in many countries that research activities of Universities' advanced students (from MSc onwards) are not linked to project/programme activities. It is mainly professors acting as consultants but no involvement of the future generation.	*awareness of DSL issues. The GCP will play an important role in helping to identify research needs, arranging and facilitating the involvement of relevant research institutions, and brokering research funding".*
GM: para 42: In addition to the already cited LDN conceptual framework and Guidelines for LDN implementation, a key methodological document is the Good Practice Guidance for SDG Indicator 15.3.1 currently being revised and updated; a key tool is Trends.Earth (with ongoing Tools4LDN project)	Text added (bullet under paragraph 93): *"LDN implementation and monitoring: a key methodological document is the Good Practice Guidance for SDG Indicator 15.3.1 , which is currently being revised and updated; a key tool is Trends.Earth (with the ongoing Tools4LDN project)"*
WOCAT: para 48: Most important would be the availability of the resource persons beyond the specific events to allow for ongoing (on-the-job) backstopping and knowledge exchange as well as facilitate co-design and co-development processes amongst partners and stakeholders. Such ongoing support and facilitation would also need funding.	Text added to paragraph 101: *"The GCP will play a key role in ensuring the availability to child project countries of resource persons who are able to provide ongoing (on-the-job) backstopping and knowledge exchange, as well as to facilitate co-design and co-development processes amongst partners and stakeholders."*
GEF: Output 2.3.2- Information on branding and outreach at the program level is limited.	Text added to paragraph 114: *"The GCP will itself play an important role in outreach, focusing on dissemination on overall programmatic issues and approaches, and compendia or syntheses of the results generated by multiple child projects. This will be carried out in accordance with a communication strategy, which will be developed following FAO and GEF guidance and in collaboration with partners. Where possible outreach/communication syntheses and other materials will be co-developed between the GCP, and the child project teams and stakeholders, in order to gain ownership and foster dissemination of results beyond the life of the programme.."*
WOCAT: para 56: There would also be a need to produce some syntheses, preferably in a co-development process with the child projects to enhance learning. Here only the dissemination is mentioned and would be beneficial to also add such a process to gain ownership and foster dissemination of results much beyond the project.	
GEFSec: para 60: We could include private sector engagement here also.	Additional issue under paragraph 118: *"Levels and effectiveness of private sector engagement"*
WOCAT: para 73: The topic of collaboration with science and academia and therewith the young generation could be an additional innovative element to be added if of interest.	New paragraph 133: *"The support by the project to science-practice/policy interfaces in collaboration with research institutes and academia at national and regional levels will be innovative, especially when this focuses in particular on promoting the involvement, and developing the capacities and awareness, of young researchers (see paragraph 94)."*
WOCAT: para 76: So, the focus would be on the 'scaling out'? What about the 'scaling up'? We would suggest to mention here the Decision Support Framework under the DS-SLM and particularly the mainstreaming tool which could be interesting to be used by some of the child projects. This could be facilitated through technical support by FAO (or WOCAT, if required). The paragraph on scaling would require some clarification and a clear distinction between what is meant with the up, out and deep and how the GCP can assist in those 3 elements of scaling.	This section has been broken down into scaling out, up and deep, and additional detail provided, including reference to the Decision Support Framework.
GM: para 76: There is need for consistency in the geographic location of the GGW. In this document it states that it is located in North Africa earlier, then in the Sahel and here its West Africa	Reviewed and corrected.

Comment	Response
IUCN: Section 2 (Stakeholders): For west africa, suggestion is to bring in ROPPA (http://roppa-afrique.org/spip.php?article31) as member of the steering committee or equivalent. ROPPA is the Réseau des Organisations Paysannes et des Producteurs Agricoles de l'Afrique de l'Ouest (Network of Farmers'Organiations and Producers in West Africa). It is made of 13 national farmers' organizations (Benin, Burkina Faso, Côte d'Ivoire, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Senegal, Sierra Leone, Togo) and associated farmers' organizations (Cape Verde, Nigeria). Its HQ is in Ouagadougou. It is very influencial regional farmers platforms and has contributed to shape ECOWAS agricultural policy for example.	Included in the stakeholder table, with roles proposed as: "- *Coordinated representation of farmers' interests, and participation, in the IP.* - *Representation of farmers in dialogue and negotiations with private sector actors and in policy and planning dialogue".*
IUCN: Section 2 (Stakeholders): It would be better to distinguish these regional bodies and NGOs to clearly show the GCP will work with a wide range of actors with different competencies and interest in the sustainable dryland. It will also facilite their engagement, once they are clearly listed. For example, we would have these categorisation, even if some categories will share same roles: • Regional economic Commission and Program: SADC, ECOWAS, CAREC, etc. • Regional farmers'organisation: ROPPA, etc. • Regional Knowledge hubs: UNCCD Knowledge Hub and Global Mechanism, Working Group on Dryland Forests and Agrosilvopastoral Systems, Global Landscape Forum, CACILM, Farmer Field Schools Platform, Global Soil Partnership, WOCAT, EverGreening Alliance • Regional research ofr development organisations: ICRISAT, ICRAF, WWF, WCS, etc.	Broken down in the stakeholder table, with proposals of respective roles
GEF: Section 2 (Stakeholders): Also beyond value chain development to include private sector landscape actors. Rio Tinto Oyu Tolgoi mine is the largest investor in Mongolian drylands for example. In addition to value chain and landscape we could also add • Private sector finance and blended finance • Technology and ITC including weather and climate services	The following added to private sector roles: - *Support to ecosystem and landscape restoration* - *Provision of finance and blended finance for dryland sustainable management* - *Provision of technology and ITC support to dryland sustainable management, including weather and climate services*
GEF: Section 2 (Stakeholders): Could innovative finance be included also – PES such as carbon. Dennis Garrity is also a big supporter of the Kasigau approach and there is likely to be growing interest at the scale of operation.	The following added to financing sources: - *Potential sources of financial investment support (including innovative financing, PES and carbon payments) to sustainable dryland management and restoration, and sustainable production: the GCP will facilitate linkages between child projects and these entities in order to support the identification of financing needs and opportunities, and the channelling of resources.*

Comment	Response
GEF: Gender is not yet adequately featured throughout the document. There are opportunities to improve this across all the components.	When taken in context with the 11 country investments, gender has been featured as a key building block in project strategies and theories of change, and mainstreamed in project interventions. The role of the GCP is to magnify these planned investments, and to ensure that gender concerns are not only addressed but represent a key element of program success.
GEF: Section 4: Could we add a note in the below section with collaboration with GEF Sec?	Text added (paragraph 168): *"Private sector engagement through the GCP and the IP child projects will be closely coordinated with that undertaken by the GEF Secretariat, the World Bank, FAO and other stakeholders, in order to ensure consistency and efficiency of relations"*.
GEF: Private Sector Engagement section could benefit from more specific information on platforms, associations or existing financing initiatives that could be targeted and how (see also detailed comments in the document).	This has been addressed in individual country project documents. The GCP will build on and support these investments.
GEF: para 98: In addition to facilitating engagement, we could also state supporting ongoing parnterships and knowledge management of private sector engagement.	Text added to para 164: *"A key area of investment of the GCP will be in facilitating engagement with the private sector in support of overall program objectives, including support to existing partnerships and the development of new ones. The GCP will facilitate knowledge management, communication and collaboration between IP country stakeholders (producers, producer organizations, national private sector actors, national Governments and civil society actors, as appropriate) and private sector actors or groupings operating at regional and/or global levels, in order to support insertion of national producers into inclusive regional and global value chains for sustainable products"*.
GEF: para 98: I would add here the opportunities represented by private sector platforms such as Business for Nature (B4N) and Natural Climate Solutions. Platforms can offer the kinds of "matched scale" when we operate at the supra-national level and can help in transferring to other countries and expanding the "scale out" part of the program.	Text added (paragraph 167): *"The GCP will take advantage of opportunities presented by existing private sector platforms such as Business for Nature (B4N) , for supporting the engagement of multiple private sector actors and facilitating scaling-out across sectors and geographically"*.
GEF: para 98: Might we add here also landscape actors. We see cement companies in India investing in water resources for farmers etc. Rio Tinto is another example in Mongolia.	
GM: Risk matrix: I would suggest adding the risk of limited acceptance of evidence-based definition of priorities for transboundary management, rehabilitation and restoration investments	Added to risk matrix: *"Limited acceptance of evidence-based definition of priorities for transboundary management, rehabilitation and restoration investments. Impact: Medium. Probability: Medium. Mitigation: Targeted and tailored outreach regarding the long-term benefits of regional prioritization, in terms of effectiveness and the efficiency of use of regionally-available resources. Responsibility: FAO (GCP PMU)"*
GEF: para 104: Maybe add the point on collaboration with the private sector engagement here?	Text added (paragraph 178): *"FAO and the project partners will collaborate with the implementing agencies of other programs and projects to identify opportunities and facilitate synergies with other relevant GEF projects, as well as projects supported by other donors, and with private sector initiatives."*
IUCN: para 105: What are the specific roles of WB and IUCN in the GCP?	Added to the Implementation Arrangements section (paragraphs 176-177): *Taking advantage of its technical capacity and established presence in the target areas, IUCN (as OP) will execute activities of the project in the Sahel, East Africa and*

Comment	Response
	Central Asia. IUCN will be responsible for coordinating the REMs in Sahel/East Africa and in Central Asia. In addition, across the whole geographical area of the IP, it will contribute to: *1) Strengthening and disseminating knowledge on the extent and impacts of land degradation and the opportunities for dryland restoration, through the publishing of a review of restoration opportunities in the target regions or selected countries, and the development of policy recommendations on dryland restoration regional and national representatives, under Outcomes 1.1 and 2.1.* *2) Supporting transboundary coordination of private sector engagement in value chain development, under Outcome 1.1.* *3) Development of transformative programs for dryland restoration at regional and national level in line with LDN targets, Bonn Challenge pledges, existing regional commitments and other agreed targets, through the development of a dryland restoration action plan aligned with established regional and national commitments, and documentation of the Transformative Programme proposal and its presentation to development partners and investors.* *4) Building and supporting the implementation of Government commitments to dryland restoration that will lead to improved management practices and restoration.* *FAO, IUCN, and WOCAT will coordinate all efforts to implement the project's components, ensuring leveraging and alignment with each others relevant ongoing initiatives and also that all deadlines are achieved in a timely manner.*
WOCAT: para 109: Please also note the activities of UNCCD Sec. with regards to SDS in Central Asia. Kazakhstan is the lead country for the SDS work and there will be a platform established. Please contact Utchang from the UNCCD Secretariat for further information or the FAO person involved in the SDS to provide details about it an include it here as potential mechanism in target region as SDS was highlighted by Kazakhstan.	Additional item: *"- The UNCCD/CAREC initiative on Regional approaches to combat drought, sand and dust storms in Central Asia. This will focus on supporting the Central Asian countries of Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan in developing and implementing risk reduction strategies for SDS and drought at national and regional levels, while mobilizing experts, partnerships and resources. This will facilitate a multi-stakeholder coordination processes including government agencies, academia, practitioners and local communities."*
GEF: para 119: Is there space here to add a couple of private sector platforms or industry associations ? ICRAF also.	No relevant private sector platforms or industry associations have been identified to date, and we continue to work on this issue. ICRAF will be engaged through the REMs, particularly the Sahel/East Africa and Miombo/Mopane REMs
WOCAT: para 123: Please note that we are soon starting a new project with UNCCD Secretariat on gender-sensitive SLM Technologies and Approaches. We will develop a methodology for assessment as well as evaluate a number of Technologies already existing in the WOCAT Database in view of their gender-sensitiveness so such Technologies could be prioritized by interventions with	Text added to the gender section (paragraph 163): *"The GCP will channel to the child projects results from the forthcoming project between WOCAT and the UNCCD Secretariat on gender-sensitive SLM Technologies and Approaches. Through this project, WOCAT will develop a methodology for assessment, as well as evaluating a number of technologies already existing in the WOCAT Database in view of their gender-sensitiveness, so*

Comment	Response
similar contexts and conditions. We could try to seek synergies with the DSL here, if there is an interest.	*that such technologies can be prioritized by interventions with similar contexts and conditions."*
WOCAT: Para 125: Might be worthwhile to also mention here interactive learning events (incl. sharing of results and lessons learned) at the UNCCD CRICs and COPs. Given the much smaller setting of the CRICs these seem to be good opportunities for such events. WOCAT can help in the facilitation, if of interest.	Addition to the key activities: "- *Facilitation of interactive learning events, including the sharing of results and lessons learned, for example at UNCCD CRICs and COPs."*
WOCAT: para 125: It might be worthwhile to consider first an assessment of the need/demand for such a web-based platform and what it would offer as compared to enriching/enhancing existing other platforms. Also, a clear strategy would need to be in place for the continued existence of such a web-based platform beyond the DSL, once funding is not available any longer through DSL.	Text added: "- *Development and testing of a web-based platform on integrated approaches to dryland landscape management and restoration, facilitating existing approaches such as DRIP, best practices, guidelines, tools, and methodologies to support program implementation and host new innovations and experience emerging from the Program (this will be subject to consultative assessments of how such a platform might comKMplement other, existing platforms, as against the alternative of enriching and enhancing such platforms, and strategies for ensuring the post-project sustainability of platforms)"*
WOCAT: para 127: Gender is highlighted here but showcasing private sector engagement not. Given the interest of child projects in Rom this seemed to be a high priority and could be included here as well as successful strategies and best practices for private sector engagement at different levels.	New paragraph (203) added: *"The KM Strategy will similarly provide for showcasing experiences of private sector engagement of relevance to dryland management, at different levels ranging from private sector involvement at farm level in input supply and enhancement of the capacities of farmers and farmer organizations for sustainable production, through the co-development of inclusive green value chains, to participation by the private sector, alongside others, in landscape- and sector-wide policy and planning platforms."*
GEF: Section 11: Section on Decent Rural Employment (Para 130) seems to be more of a co-benefit in the GEF sense	Especially in a COVID recovery context, DRE will be a very important co-benefit from the perspective of national governments. We suggest that the approach and information provided on DRE are appropriate in light of the current COVID-19 situation and given the ambitions of the programme.
GEF: Annex A1 - Results Framework: it doesn't seem to reflect any indicators measuring engagement with the private sector; any of the work on the value chains; or any influence on regional platforms or strategies with respect to drylands management. The regional/global influence that the GCP is expected to facilitate isn't well reflected.	New indicator under Outcome 2.3: *"Numbers of partnership/value chain agreements entered into by child project actors with regional or global private sector actors"* New indicator under Output 1.1.2: *"Number of regional and global policy/dialogue platforms with which the GCP and child projects is engaged"*
GEF: Project budget: - If salaries of the executing agency are charged to project components, this would need proper justification. GEF requires clear TOR for the technical experts (agency staff / consultants) as part of the prodoc for our review. - Technical inputs should also be based on requests/needs reflected by the overall program and should therefore be flexible to a certain extent. In addition, justification should distinguish between "internal" coordination of the IP with the need for establishing "external" links that could potential amplify impact of the IP (i.e. making the whole greater than sum of the parts).	This has been addressed in the current budget revision. We are also in the process of discussing joint execution arrangements at country level in a number of the program countries particularly those of the FAO-led countries

Comment	Response
- Further, managerial inputs need to be clearly distinguished from technical inputs. Management costs need to be charged to PMC. In this type of projects, based on a sound justification including budget breakdown, a request for increasing PMC above the threshold of 5% could be made.	
GEF: Justification of salaries and clear distinction between management cost/technical support will be required.	As above
GEF: Budget (workshops): Even with contribution by child projects, this might not be sufficient? I could imagine higher demand by child project and other participating countries for this line item. I asuume that the cooperation with platforms will need to covered here as well?	We have addressed this by increasing the workshops budget line from 5% to 8%.
IUCN: Annex J: FAO should also be mandated to convening meetings with the core partners (possibly the steering committee) before making any decisions that materially affect the project. Currently there is nothing here to ensure transparency	We have further clarified the management structure in Section 6a to address this issue.

Reponses to STAP comments on the PFD

STAP comment	Initial agency response	Response at submission
STAP's overall assessment: Minor issues to be considered during the project design		
STAP would be willing to contribute to the technical steering committee advising on the design and implementation of the global coordination project.	This suggestion is much appreciated. FAO will invite STAP to participate in the technical steering committee.	The Program Task Force (PTF) will be established and chaired by the designated Budget Holder in FAO for the Global Coordination Project. It will be comprised of one representative each from the FAO-COFO Working Group on Dryland Forests and Agrosilvopastoral Systems, IUCN, The World Bank, WWF, and WOCAT. The UNCCD Global Mechanism and **GEF-STAP** will be invited to participate as ex-officio members.
STAP recommends for the program to build questions into the theory of change by interrogating the rationale and assumptions that underlie the hypothesized sequence of outcomes. For instance, it would be useful for the program to turn these assumptions (defined in the program document) into questions, and contribute to the evidence on drylands: 1) "They (drylands) must be resilient, adaptive and biologically functional; and; 2) their management must be responsive to landscape configurations and trends over time and capable of generating food, income and services in a sustainable manner."	The description of the issues listed under paragraph 66 as "assumptions" was perhaps not completely accurate. As explained in more detail in paragraph 22 and Box 3, these issues (expanded in Boxes 3 to 6) are in fact dimensions of the definition of what constitutes a sustainable landscape. We understand that it is not within the scope of project preparation to test definitions of sustainability, but rather to interrogate whether the barriers listed (under paragraph 67 and in the ToC diagram itself) are in fact the factors that impede achieving sustainability as defined, and whether the attainment of the corresponding proposed outcomes would result in these conditions of sustainability. FAO looks forward to working with STAP during the PPG phase, to improve the ToC as suggested.	The assumptions have been formulated as proposed in the GCP Theory of Change
STAP recommends that the global coordination project should develop its own theory of change focusing on the scaling and transformative aspects of the program, through multi-stakeholder engagement, with appropriate governance arrangements; this will help to reinforce connections between the program's stakeholders, and build the trust necessary to embrace the program's vision – going beyond the exchange of information.	It is indeed proposed that the GCP will have its own theory of change, given its specific overarching role. During the detailed formulation process of the GCP, emphasis will be placed on ensuring its role in promoting multi-stakeholder engagement, as suggested, proposing in detail the mechanisms through which this will be achieved (including, but not necessarily limited to, relations with the platforms presented in Box 14 of the PFD). This will also be developed in a bottom-up fashion, drawing from the country child project design processes.	The GCP ProDoc now includes a specific theory of change (Figure 6). The relations between the GCP and child projects are summarized in Figure 4, and by the inclusion of a generic child project ToC in Figure 5.

STAP comment	Initial agency response	Response at submission
Additionally, applying resilience thinking will benefit the analysis of trade-offs, and help identify options for adapting, and/or transforming, the program's impact pathways. STAP recommends two approaches for resilience thinking: 1) Resilience, Adaptation Pathway Transformation Assessment; and, 2) the Scientific Conceptual Framework on Land Degradation Neutrality (LDN-CF). Both approaches will also be useful in assessing potential inter-country or cross-border leakages that may arise from tailored interventions (pg 36). Like the Drylands IP, the LDN-CF is managed at the landscape scale: it relies on multi-stakeholder engagement and planning across scales and sectors, supported by national-scale coordination that should work with and incorporate existing local and regional governance structures. The LDN-CF considers all land types in a geographic intervention area, and their interactions and ecological trajectories. This will allow interventions that avoid land degradation and/or restore/reverse land degradation to be optimized, and unintended outcomes minimized.	Both RAPTA and LDN-CF approaches, which are quite complementary, will contribute to the formulation of the GCP and country-specific child projects. Guidance on these approaches will be provided to country project formulation teams during regional orientation workshops (one in Africa and one in Central Asia) which are proposed at the outset of the PPG phases of the child projects, together with ongoing oversight and support throughout project formulation. Participation of STAP members in these workshops would be very welcome.	In recognition of the importance of applying resilience thinking, FAO has developed an Integrated Landscape Assessment Methodology (ILAM) toolbox for application during the formulation of the child projects, which built on FAO's Self-evaluation and Holistic Assessment of climate Resilience of farmers and Pastoralists (SHARP) tool, is linked to the LDN Conceptual Framework (LDN CF), as was inspired by RAPTA. The ILAM tool (which is detailed in the GCP ProDoc) was specifically developed to ensure that the six Southern African IP countries followed a harmonized, systematic approach to baseline assessments and project development: methodological guidance on its application was provided to PPG teams and government counterparts from all the IP countries during a regional PPG planning workshop that took place in Johannesburg, South Africa from 19 to 29 August 2019. The approach and the preliminary assessment results were presented by the countries during the orientation workshop in Rome in January 2020, in which STAP representatives participated.
Finally, STAP recommends that the project team apply the Checklist for Land Degradation Neutrality Transformative Projects and Programmes; this was developed to help country-level project developers and their technical and financial partners, to design effective and innovative interventions, while ensuring consistency and completeness in the implementation of LDN, and the application of the fundamental features of the LDN framework.	As with the RAPTA and LDN-CF approaches, guidance on the LDN Checklist will be provided to country child project developers during the proposed regional PPG orientation workshops. We will be working closely with the UNCCD focal points in DSL countries, as well as with the UNCCD Secretariat.	The checklist has been applied in the formulation of all of the child projects.
Project components: A brief description of the planned activities. Do these support the project's objectives?		
The project components support the project objective. However, STAP would have supported greater detail in the theory of change to substantiate the rationale underlying the proposed component – such as detailing the preconditions necessary to reach each outcome.	This additional detail will be provided in the text of each child project document, tailored as necessary to country-specific conditions. The timing and nature of the expression of interest process and development of the PFD precluded greater detail at this stage.	Each child project now includes its own theory of change with accompanying narratives explaining the causal linkages and assumptions/preconditions necessary to reach the proposed outcomes.
While STAP acknowledges the excellent description of global drivers of land degradation, it is also true	As noted above, we agree that each child project will develop its own theory of change to reflect	Each child project now includes its own theory of change that is tailored to the individual conditions, pressures and

STAP comment	Initial agency response	Response at submission
that pressures and mechanisms of land degradation are context/geography based (e.g. differing political factors, differing forms of land governance, differing national land use planning systems, and environmental factors). For example, Box 2 of the project exemplifies climate-related pressures that vary according to country. Therefore, STAP strongly encourages the development of a theory of change for each of the child projects. Such TOC should follow the underlying assumptions of the global Dryland IP (e.g. a common vision of what the future would look like, para 66), but be tailored to the political, social, economic, legal and environmental circumstances (e.g. pressures on State Change of Land) of each child project. A TOC for each child project will support delivery of a Component #2, for instance, that focuses on 'creating country specific conditions and capacities for scaling up'. A Theory of Change for each country would also enable effective identification of the tailored, relevant and innovative solutions that the project aims to implement (pg 36 of the project)	country-specific conditions. An important aspect of overall program coherence and a component of expected long term impact, however, is the expectation that each country ToC will follow the overall logic and approach of the programmatic ToC. Guidance on country-specific ToC development will be provided in the proposed regional PPG orientation workshops.	corresponding responses in each target locality, while following the overall generic logic presented in Figure 5 of the GCP ProDoc.
1) the global environmental and/or adaptation problems, root causes and barriers that need to be addressed (systems description). Is the problem statement well-defined?		
Note that Kenya is omitted from the description in Box 1, p.6.	Thank you for identifying this error.	
The rationale for 'presumed drylands' in Fig.2 might benefit from more explanation – why does seasonal severe aridity warrant treating under drylands given that only one country is included on this basis?	Seasonal aridity, as a dimension of dryness, is a significant constraint on livelihood and productive options in the countries indicated, and the use of total annual rainfall as the sole criterion for dryness misses this. As shown in Figure 2, presumed drylands in fact cover significant areas of three countries: Angola, Zimbabwe and Kenya, which account for a large proportion of the area of miombo and mopane woodlands in the region; the inclusion of these presumed drylands is also of importance for scaling out, given that this category is represented over significant areas of neighbouring countries, especially Zambia and the Democratic Republic of Congo. The precise dimensions of "dryness" that are of significance in	Country- and site-specific detail on climatic conditions (including the different dimensions of "dryness") and their implications has been included in the ProDocs of each of the child projects, including the areas classified as "presumed drylands".

STAP comment	Initial agency response	Response at submission
	each of the target countries, and their implications and corresponding responses, will be investigated in more detail during the PPG phases.	
3) the proposed alternative scenario with a brief description of expected outcomes and components of the project. What is the theory of change?		
The theory of change is that by developing capacities on landscape management, and strengthening knowledge exchange across scales, it will be possible to avoid, reduce, and reverse further degradation, desertification, and deforestation of land and ecosystems in drylands. Suggest that each country develops their theory of change with context-specific stakeholders (see justification above). See the table on the STAP criteria for IPs for further comments on the theory of change.	As confirmed above, country-specific ToCs will be developed, with methodological and strategic guidance provided through the proposed regional PPG orientation workshops.	Theories of change are included in the ProDocs of each of the child projects, following the generic ToC model shown in the GCP ProDoc and supported by PPG technical orientation workshops at regional and HQ levels.
In component 1, STAP recommends that countries apply LDN methods for landscape planning. LDN is a participatory land use planning process to avoid land degradation, reduce land degradation, and reverse the productive potential of land.	Noted. This will be included in the guidance provided to the country project development teams.	LDN methodology was applied in the formulation of all of the child projects.
In component 2, there is an assumption that enhancing farmer's capacities through farmer field schools will result in transformative change. STAP recommends testing this assumption in the theory of change.	The validity of the assumption will be tested through the country-specific and programmatic M&E systems to be applied during project implementation, which will include appropriate indicators to measure the direct and indirect effects of farmer capacity development. We will also explore the possibility of building in a long-term research exercise in parallel to the Program in order to more thoroughly test this and other assumptions.	As indicated in the initial response, we consider that the most appropriate time for testing this assumption will be during implementation, and specifically at the moment of mid-term evaluation. The M&E systems of the child projects all include indicators both of farmer capacity development and of behavioural change, which will enable the correlations between these to be examined; this will be complemented by qualitative, participatory analyses of the factors determining behaviour and transformative change, for example through focus groups. These analyses will be specifically provided for in the ToRs of the MTEs, with guidance from the GCP. The GCP will include support to PhD research which will provide an opportunity to test this and other assumptions in a detailed and scientifically rigorous way, as indicated in the initial response.

STAP comment	Initial agency response	Response at submission
STAP also suggests testing the impact of behavioral change on pro-environment behavior by embedding contextual interventions (e.g. norms, sensory cues) in the project. Influencing behavior may result in more durable effects than training farmers (Byerly, 2018).	Noted. The potential impact of behavioural change will be analysed on a country-by-country basis during PPG.	This will potentially be looked at through future research work, for example through the support by the GCP to PhD research. Moreover, the FAO South–South cooperation "Making every voice count for adaptive management" will document the process of change, whether social or environment, through the participatory video approach.
When the country projects are designed and implemented, it is important to remain cognizant that transformational change can be delivered through a series of adaptation interventions that are responsive to change – and not necessarily only through large-scale interventions.	Noted. The proposed interventions of the child projects will be considered in the light of their potential to generate incremental changes, and the potential scenarios of alternative chains of causality linking such successive incremental changes will be identified and mapped.	Noted: child project M&E systems will be fine-tuned, with advisory support from the GCP, in order to allow them to pick up smaller-scale changes that may cumulatively and progressively lead to larger impacts; again, these causal pathways will be further examined through complementary qualitative and participatory research, for example through the support by the GCP to PhD studies.
For component 3 and in the global coordination project, STAP recommends applying a planning process to specify further the platform's objectives, define how to monitor the platform's progress including building-in adaptive management, and describe methods for assessing the quality of multi-stakeholder dialogue-engagement within the platform. These processes will enable the program to identify the platform's priorities and outcomes, assess to what extent the priorities were met, and determine the quality of the multi-stakeholder process within the platform. If the quality of the multi-stakeholder engagement is robust, the platform is likely to meet its objectives on scaling and transformational change. FAO and the program agencies may wish to consider the following paper: https://link.springer.com/content/pdf/10.1007%2Fs00267-017-0847-y.pdf	Noted. Close attention will be paid during PPG to the definition of optimal structures and strategies for ensuring multi-stakeholder engagement, and the M&E systems of the GCP and country-specific child projects will include indicators designed specifically to measure the effectiveness of engagement in relation to scaling and transformational change.	The PMU of the GCP will include specialists on capacity development, stakeholder engagement and monitoring and evaluation, who together will provide oversight and methodological support to the child projects on how to optimize and monitor the effectiveness of their multi-stakeholder engagement processes. In addition to ensuring that the child project indicators on stakeholder engagement are measured and the results analysed and interpreted effectively, this support may also include the realization of qualitative analyses of the functioning and effects of the engagement processes.
In addition, the GCP should plan for how the set of stakeholders may need to change during the course of the program.	Agreed, the stakeholder engagement processes of each of the projects will be subject to adaptive management in order to ensure their continued relevance and effectiveness. To this end the stakeholder mapping that will be undertaken during the formulation processes of each child project will be subject to regular review, mostly notably at project inception and mid-term, but also at intermediate (e.g. annual) intervals and at other	The approach will remain as proposed in the initial response.

STAP comment	Initial agency response	Response at submission
	periods when project strategies may be subject to review and modification. Project participation and oversight mechanisms, including project steering committees, will also play key roles in advising on possible needs for updating stakeholder mapping and engagement strategies.	
5) incremental/additional cost reasoning and expected contributions from the baseline, the GEF trust fund, LDCF, SCCF, and co-financing GEF trust fund: will the proposed incremental activities lead to the delivery of global environmental benefits?		
The program identifies key contributions it will make to add value to large-scale programming: innovation and integration; moving to scale; and working effectively. STAP suggests that the country projects should keep these contributions in mind when developing the theory of change, and to assign indicators to monitor whether progress is being made on these conditions.	Noted. This will be discussed in the proposed regional PPG orientation workshops.	On the basis of guidance provided during PPG, all of the child projects include specific provisions in relation to these issues. The GCP and the REMs will provide programme-wide oversight of how these issues are addressed by the child projects, as well as programmatic monitoring (the GCP for example includes indicators of scaling out to non-IP countries).
6) global environmental benefits (GEF trust fund) and/or adaptation benefits (LDCF/SCCF). Are the benefits truly global environmental benefits, andare they measurable?		
STAP welcomes the GEB table, explaining the baseline scenario, the GEF scenario, and the value of projects being part of the IP. It will be important to identify the assumptions and barriers to scaling and transformation in the child projects to reach the stated incremental value.	Although implicit in the explanation in the PFD of the strategies proposed to achieve transformation and scaling out, FAO agrees that it will be necessary to unpack and more explicitly define the assumptions and barriers to scaling and transformation within individual country projects and the GCP.	The assumptions and barriers to scaling and transformation are especially made explicit in the theory of change of the GCP, given the crucial role that the GCP will play in overseeing and facilitating scaling and transformation. What can we say about how child projects are providing for scaling and transformation?
A planning and monitoring process for the stakeholder platform is recommended to continuously track its progress in delivering on knowledge management, capacity, and scaling.	Agreed. This will be defined during the formulation process of the GCP.	The GCP includes indicators permitting M&E and adaptive management of a range of indicators related to KM, capacity and scaling.
Although the GEBs are stated, the program document does not state the methods that will be used to monitor the GEBs, or to implement adaptive management. Suggest that the country projects should detail the methods that will be used to monitor GEBs, and implement adaptive management as necessary.	GEB indicators and monitoring protocols will be defined on a project-by-project basis during PPG, and taking into account the country-specific nature of the global environmental values and benefits to be pursued.	Metrics and methodologies for monitoring GEBs are specified in each child project ProDoc: as stated in the initial response, some of these are country-specific, but where appropriate and possible they have been harmonized across child projects.
7) innovative, sustainability and potential for scaling-up: Is the project innovative, for example, in its design, method of financing, technology, business model, policy, monitoring and evaluation, or learning?		
Barriers to scaling-up need to be built into the theory of change. It is hard to gauge whether the program	Potential for scaling ("up", "deep" and "out") is presented in general terms in paragraphs 85-92 of	Figures 3 and 4 in the GCP ProDoc complement the barriers and assumptions regarding scaling that are set out

STAP comment	Initial agency response	Response at submission
will be sustainable, or if there is potential for scaling-up. STAP recommends that the IP develop a separate ToC that focuses on how the impacts will be scaled; although this overlaps with the existing ToC, it will help clarify what is to be achieved in the child projects as opposed to how the value add of the GCP project needs to be activated.	the PFD; FAO agrees however that this analysis, and corresponding strategies (especially under Component 3) will need to be deepened and made country-specific during formulation of the child projects.	in the GCP ToC diagram and narrative (paragraphs 51-55). Figures 5 and 6 show how the child projects and GCP will complement each other in delivering transformation and scaling.
The program is not innovative in its current iteration. It is unclear whether the assumptions that were identified at the beginning of the document will be tested in the theory of change.	Additional clarification on this comment would be much appreciated, regarding the nature and magnitude of the innovation that is required (Section 7 of the PFD – paragraph 156 and Box 16 – provides specific examples of innovative aspects of the programme).	Significant areas of innovativeness are explained in GCP ProDoc Section 7 (paras 131-133): specifically, its programmatic, supra-national perspective; its focus on facilitating the delivery of cumulative and synergistic impacts across child projects; and its focus on linking science and practice.
The list also is missing critical assumptions about how scaling and transformation are achieved.	As explained above, the theory of change for scaling and transformation will be re-examined and further developed during the formulation of the child projects.	Please see response to the penultimate point above.
2. Stakeholders. Select the stakeholders that have participated in consultations during the project identification phase: Indigenous people and local communities; Civil society organizations; Private sector entities. If none of the above, please explain why. In addition, provide indicative information on how stakeholders, including civil society and indigenous peoples, will be engaged in the project preparation, and their respective roles and means of engagement. Have all the key relevant stakeholders been identified to cover the complexity of the problem, and project implementation barriers?		
The relevant stakeholders should be involved in the design of the theory of change, at least as the ToCs are elaborated further during the next design phase (see RAPTA Guidelines).	Agreed. Orientation on the development of ToCs and corresponding needs for participation in the process (as proposed in the RAPTA framework) will be provided to child project formulators in the proposed regional orientation workshops; the formulation process of each child project will then include participatory project design workshops in which multi-stakeholder inputs into the definition of key elements of the ToCs will be obtained.	Key stakeholders have been involved in designing the ToCs in each of the child projects, and also in the development of work plans for the operationalization of the ToCs, a process which will continue into their implementation phases.
3. Gender Equality and Women's Empowerment. Please briefly include below any gender dimensions relevant to the project, and any plans to address gender in project design (e.g. gender analysis). Does the project expect to include any gender-responsive measures to address gender gaps or promote gender equality and women empowerment? Yes/no/ tbd. If possible, indicate in which results area(s) the project is expected to contribute to gender equality: access to and control over resources; participation and decision making; and/or economic benefits or services. Will the project's results framework or logical framework include gender-sensitive indicators? yes/no /tbd Have gender differentiated risks and opportunities been identified, and were preliminary response measures described that would address these differences?		
Suggest for the country projects to consult a gender specialist when developing the project document, and to mainstream gender into the theory of change.	Agreed.	The child project PPG teams all included gender specialists. All of the child project results frameworks are gender sensitive: the ToCs will also be reviewed at project start, and STAP guidance on mainstreaming gender into them at that stage would be very welcome.

STAP comment	Initial agency response	Response at submission
Where culturally appropriate, the program may wish to look at the Family Farm Teams approach from Papua New Guinea as a possible elaboration to the FFS approach, that specifically addresses bringing women and youth into the decision-making processes of farming families (e.g. see https://colab.aciar.gov.au/genderequity/sites/ colab.aciar.gov.au.genderequity/files/2019-02/mn_194_family_teamsweb- updated_4-10-2016.pdf).	Agreed. This will be discussed in the regional PPG orientation workshops. Please note that the link to the reference identified is not working. We would be grateful if STAP could forward a copy of the file.	This suggestion is welcome: the specifics of how FFS will work will be defined in consultation with local level stakeholders during the implementation phases of the child projects, and this model (or elements of it) will be proposed as an option for consideration in these processes.
5. Risks. Indicate risks, including climate change, potential social and environmental risks that might prevent the project objectives from being achieved, and, if possible, propose measures that address these risks to be further developed during the project design. Are the identified risks valid and comprehensive? Are the risks specifically for things outside the project's control?		
Suggest that countries should embed these questions to address risks to climate, when developing the project: For climate risk, and climate resilience measures: • How will the project's objectives or outputs be affected by climate risks over the period 2020 to 2050, and have the impact of these risks been addressed adequately? • Has the sensitivity to climate change, and its impacts, been assessed? • Have resilience practices and measures to address projected climate risks and impacts been considered? How will these be dealt with? • What technical and institutional capacity, and information, will be needed to address climate risks and resilience enhancement measures? Note: it is logically problematic to assess the risks arising from climate change (or other long-term changes such as population and demography, market demand, technologies, etc) in a conventional risk management sense after establishing the project, since these 'risks' are certain to happen in some fashion and should be part of the initial design rather than post hoc risk treatment. Otherwise the solution space is not open to creating a project that is likely to	Agreed. The RAPTA framework is an excellent guide for this assessment. Orientation on the consideration of these "certain risks" in child project design will be provided during the proposed regional PPG orientation workshops, and project formulation teams (together with participating stakeholders) will be requested to address during project formulation the tolerance limits of the proposed dryland management strategies in relation to these risks, and be open to proposing alternative scenarios and strategies accordingly, if necessary.	All of these points have been considered and included in the design of the child projects, as elements of the evolving context within which each project will need to work and to which it will need to respond; and corresponding response/adaptation measures have been defined, the adequacy of which will be subject to continuing review and adaptive management throughout project implementation.

STAP comment	Initial agency response	Response at submission
be robust in the first place. For example, if climate change may undermine local farming practices, then it may be better to promote different practices from the start. Consequently climate risk in particular should be considered in establishing the ToC, not in this risk management section, especially in child projects.		
6. Coordination. Outline the coordination with other relevant GEF-financed and other related initiatives. Are the project proponents tapping into relevant knowledge and learning generated by other projects, including GEF projects?		
The program does a good job of identifying initiatives that it can leverage upon. Suggest doing the same in the country projects.	Agreed. The identification of opportunities for partnership and leverage, and the definition of mechanisms for implementing them, will be important tasks during the formulation of each of the child projects, in order to maximise the potential for scale and sustainability of impact.	Partnership opportunities have been explored and identified in all of the child projects, as proposed in the initial response.
8. Knowledge management. Outline the "Knowledge Management Approach" for the project, and how it will contribute to the project's overall impact, including plans to learn from relevant projects, initiatives and evaluations. What overall approach will be taken, and what knowledge management indicators and metrics will be used?		
Suggest identifying indicators for monitoring and assessing the effectiveness of the knowledge platform itself in component 3.	Agreed. This will in particular be an important element to consider during the formulation of the GCP.	The indicators under GCP Outcome 2.2 refer to the effectiveness of knowledge management: child projects also include indicators related to KM, as well as country-specific indicators of behavioural change (e.g. adoption of SLM practices). As proposed above in response to the comment on the relations between the development of farmer capacities and the achievement of transformative change, the correlation between KM and behavioural change will be further examined through qualitative analyses of cause-effect relations and research studies (ideally at the time of MTE), both of which will be supported as needed by the GCP.

Responses to GEF Council Members' Comments on the PFD

Council member comments	Responses
Canada Comments	
The project should be mindful of security risks in countries where programming will be implemented.	Noted.
Germany Comments	

Council member comments	Responses
The full proposal would gain even more in strength with a stronger focus on the landscape approach. We also recommend to establish clear working relations with the AFR100 Secretariat for knowledge exchange, monitoring and tracking in both methodology and actual figures	The GCP ProDoc proposes that the project will support countries in Eastern Africa and Sahel/West Africa to participate and contribute to regional initiatives (AFR100) through ministerial dialogue (ProDoc, Annexes M and N).
United States Comments	
Coordination. Consider partnering with the Zimbabwe Environmental Law Association (ZELA) during the formulation and implementation phases: http://www.zela.org/	ZELA will play an important role in Zimbabwe's child project under Outputs 1.1.4 and 1.1.5 regarding the identification of policy gaps and policy formulations/reviews. Relevant sections in the project document have been updated accordingly.
Land tenure and political stability. For all child projects, additional information on the diversity of land ownership arrangements on terrain subject to the 6 program's interventions will be required moving forward. Several of the countries included in this program have endured recent and chaotic land redistribution schemes, and a successful (and durable) set of interventions would presumably influence land value moving forward.	The information requested has been collected during the PPG phase and included in the child project ProDocs. The GCP provides for an international consultant on indigenous peoples and land tenure, and the GCP will support child project countries in applying VGGT to secure tenure.
Can the GEF or the implementing agency further justify the contribution of additional external resources, given the widely reported absence of successful coordination between Namibian state entities to enforce current laws prohibiting the logging and export of indigenous tree species? Can the GEF please affirm that no logging of primary forests will occur during the implementation of project?	The Ministry of Environment, Forestry and Tourism of Namibia has responded as follows to this comment: "I herewith assure you that different Namibian state entities have taken decisive action to prohibit the logging and export of indigenous trees species. Ongoing timber operations (harvesting, transport, marketing and export) in Namibia have been suspended since 26th November 2018 and there has been a concerted focu on scaling up inspections, patrols and checks at border points and roadblocks since 2018. The Government has also strengthened measures to prevent the export of unprocessed timber and is encouraging local level value addition to timber that was harvested prior to the 2018 suspension or that has been seized by the authorities. In addition, the Directorate of Forestry was added to the restructured Ministry of Environment, Forestry and Tourism in March 2020 and this has further strengthened our coordination in addressing this challenge. The measures taken have had a significant impact in reducing the illegal logging and export of indigenous tree species and I am confident that we are on a positive trajectory in this regard. Any further collaboration and support to our efforts in this area would be welcomed through the GEF-7 DSL-IP project given that some of the targeted sites contain forested areas.

ANNEX C: STATUS OF UTILIZATION OF PROJECT PREPARATION GRANT (PPG)

(Provide detailed funding amount of the PPG activities financing status in the table below:

PPG Grant Approved at PIF: **200,000**	GETF/LDCF/SCCF Amount ($)		
Project Preparation Activities Implemented	*Budgeted Amount*	*Amount Spent Todate*	*Amount Committed*
(5011) Salaries Professional	39,500	-	39,500
(5013) Consultants	92,000	80,612	11,388
(5014) Contracts	-	690	(690)
(5020) Locally Contracted Labour	-	339	(339)
(5021) Travel	42,000	87,443	(45,443)
(5023) Training	24,000	-	24,000
(5027) Technical Support Services	-	2,945	(2,945)
(5028) General Operating Expenses	2,500	5,403	(2,903)
(5050) Internal Common Services and Support	-	11,111	(11,111)
Total	200,000	188,543	11,457

If at CEO Endorsement, the PPG activities have not been completed and there is a balance of unspent fund, Agencies can continue to undertake exclusively preparation activities (including workshops and finalization of baseline, when needed) up to one year of CEO Endorsement/approval date. No later than one year from CEO endorsement/approval date. Agencies should report closing of PPG to Trustee in its Quarterly Report.

ANNEX D: CALENDAR OF EXPECTED REFLOWS (IF NON-GRANT INSTRUMENT IS USED)

Not applicable.

ANNEX E: PROJECT MAP(S) AND COORDINATES

Please see Section 1b.

ANNEX F: GEF 7 CORE INDICATOR WORKSHEET

Core Indicator 1	Terrestrial protected areas created or under improved management for conservation and sustainable use						*(Hectares)*
			Hectares (1.1+1.2)				
			Expected		Achieved		
			PIF stage	Endorsement	MTR	TE	
Indicator 1.1	Terrestrial protected areas newly created						
Name of Protected Area	WDPA ID	IUCN category	Hectares				
			Expected		Achieved		
			PIF stage	Endorsement	MTR	TE	
		(select)					
		(select)					
		Sum					
Indicator 1.2	Terrestrial protected areas under improved management effectiveness						
Name of Protected Area	WDPA ID	IUCN category	Hectares	METT Score			
				Baseline		Achieved	
					Endorsement	MTR	TE
		(select)					
		(select)					
		Sum					
Core Indicator 2	Marine protected areas created or under improved management for conservation and sustainable use						*(Hectares)*
			Hectares (2.1+2.2)				
			Expected		Achieved		
			PIF stage	Endorsement	MTR	*TE*	
Indicator 2.1	Marine protected areas newly created						
Name of Protected Area	WDPA ID	IUCN category	Hectares				
			Expected		Achieved		
			PIF stage	Endorsement	MTR	TE	
		(select)					
		(select)					
		Sum					
Indicator 2.2	Marine protected areas under improved management effectiveness						
Name of Protected Area	WDPA ID	IUCN category	Hectares	METT Score			
				Baseline		Achieved	
				PIF stage	Endorsement	MTR	TE
		(select)					
		(select)					
		Sum					
Core Indicator 3	Area of land restored						*(Hectares)*
			Hectares (3.1+3.2+3.3+3.4)				
			Expected		Achieved		
			PIF stage	Endorsement	MTR	TE	
Indicator 3.1	Area of degraded agricultural land restored						
			Hectares				
			Expected		Achieved		
			PIF stage	Endorsement	MTR	TE	

Indicator 3.2	Area of forest and forest land restored					
				Hectares		
				Expected		Achieved	
				PIF stage	Endorsement	MTR	TE
Indicator 3.3	Area of natural grass and shrublands restored					
				Hectares		
				Expected		Achieved	
				PIF stage	Endorsement	MTR	TE
Indicator 3.4	Area of wetlands (including estuaries, mangroves) restored					
				Hectares		
				Expected		Achieved	
				PIF stage	Endorsement	MTR	TE
Core Indicator 4	**Area of landscapes under improved practices (hectares; excluding protected areas)**						***(Hectares)***
				Hectares (4.1+4.2+4.3+4.4)		
				Expected		Expected	
				PIF stage	Endorsement	MTR	TE
					1,192,470		
Indicator 4.1	Area of landscapes under improved management to benefit biodiversity					
				Hectares		
				Expected		Achieved	
				PIF stage	Endorsement	MTR	TE
					112,029		
Indicator 4.2	Area of landscapes that meet national or international third-party certification that incorporates biodiversity considerations					
Third party certification(s):				Hectares		
				Expected		Achieved	
				PIF stage	Endorsement	MTR	TE
Indicator 4.3	Area of landscapes under sustainable land management in production systems					
				Hectares		
				Expected		Achieved	
				PIF stage	Endorsement	MTR	TE
					1,080,441		
Indicator 4.4	Area of High Conservation Value Forest (HCVF) loss avoided					
Include documentation that justifies HCVF				Hectares		
				Expected		Achieved	
				PIF stage	Endorsement	MTR	TE
Core Indicator 5	**Area of marine habitat under improved practices to benefit biodiversity**						***(Hectares)***
Indicator 5.1	Number of fisheries that meet national or international third-party certification that incorporates biodiversity considerations					
Third party certification(s):				Number		

			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 5.2	Number of large marine ecosystems (LMEs) with reduced pollution and hypoxial					
			Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 5.3	Amount of Marine Litter Avoided					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Core Indicator 6	**Greenhouse gas emission mitigated**					*(Metric tons of CO₂e)*
			Expected metric tons of CO₂e (6.1+6.2)			
			PIF stage	Endorsement	MTR	TE
		Expected CO2e (direct)		2,114,902		
		Expected CO2e (indirect)				
Indicator 6.1	Carbon sequestered or emissions avoided in the AFOLU sector					
			Expected metric tons of CO₂e			
			PIF stage	Endorsement	MTR	TE
		Expected CO2e (direct)		2,114,902		
		Expected CO2e (indirect)				
		Anticipated start year of accounting		2021		
		Duration of accounting		20 years		
Indicator 6.2	Emissions avoided Outside AFOLU					
			Expected metric tons of CO₂e			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		Expected CO2e (direct)				
		Expected CO2e (indirect)				
		Anticipated start year of accounting				
		Duration of accounting				
Indicator 6.3	Energy saved					
			MJ			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 6.4	Increase in installed renewable energy capacity per technology					
			Capacity (MW)			
		Technology	Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		(select)				
		(select)				
Core Indicator 7	**Number of shared water ecosystems (fresh or marine) under new or improved cooperative management**					*(Number)*

Indicator 7.1	Level of Transboundary Diagnostic Analysis and Strategic Action Program (TDA/SAP) formulation and implementation				
		Shared water ecosystem	Rating (scale 1-4)		
			PIF stage	Endorsement	MTR	TE
Indicator 7.2	Level of Regional Legal Agreements and Regional Management Institutions to support its implementation				
		Shared water ecosystem	Rating (scale 1-4)		
			PIF stage	Endorsement	MTR	TE
Indicator 7.3	Level of National/Local reforms and active participation of Inter-Ministerial Committees				
		Shared water ecosystem	Rating (scale 1-4)		
			PIF stage	Endorsement	MTR	TE
Indicator 7.4	Level of engagement in IWLEARN through participation and delivery of key products				
		Shared water ecosystem	Rating (scale 1-4)		
			Rating		Rating	
			PIF stage	Endorsement	MTR	TE
Core Indicator 8	**Globally over-exploited fisheries Moved to more sustainable levels**				*(Metric Tons)*
Fishery Details			Metric Tons		
			PIF stage	Endorsement	MTR	TE
Core Indicator 9	**Reduction, disposal/destruction, phase out, elimination and avoidance of chemicals of global concern and their waste in the environment and in processes, materials and products**				*(Metric Tons)*
			Metric Tons (9.1+9.2+9.3)		
			Expected		Achieved	
			PIF stage	PIF stage	MTR	TE
Indicator 9.1	Solid and liquid Persistent Organic Pollutants (POPs) removed or disposed (POPs type)				
	POPs type		Metric Tons		
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
(select)	(select)	(select)				
(select)	(select)	(select)				
(select)	(select)	(select)				
Indicator 9.2	Quantity of mercury reduced				
			Metric Tons		
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.3	Hydrochloroflurocarbons (HCFC) Reduced/Phased out				
			Metric Tons		
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE

Indicator 9.4	Number of countries with legislation and policy implemented to control chemicals and waste					
			Number of Countries			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.5	Number of low-chemical/non-chemical systems implemented particularly in food production, manufacturing and cities					
		Technology	Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.6	Quantity of POPs/Mercury containing materials and products directly avoided					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	PIF stage	Endorsement
Core Indicator 10	**Reduction, avoidance of emissions of POPs to air from point and non-point sources**					***(grams of toxic equivalent gTEQ)***
Indicator 10.1	Number of countries with legislation and policy implemented to control emissions of POPs to air					
			Number of Countries			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 10.2	Number of emission control technologies/practices implemented					
			Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Core Indicator 11	**Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment**					***(Number)***
			Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		Female				
		Male				
		Total		*85,644*		

Output	Main activities	Responsible	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Project Management																										
Nomination of PMU members in GCP central office			X																							
PTF formation and inaugural meeting			X																							
IP/GCP launch workshop			X																							
Establishment of REMs, including agreement of institutional arrangements with host institutions				X																						
Nomination of REM staff members				X																						
Regional launch workshops of REMs				X																						
PTF meetings						X				X				X				X				X				X
Component 1 Programmatic prioritization and coordination																										
Outcome 1.1: Child project investments are prioritised, targeted and coordinated to maximise effectiveness, realise the potential for synergies, and address transboundary issues																										
Output 1.1.1 Strategy documents defining objective, evidence-based regional and global priorities for investments in sustainable dryland management	Technical studies to generate information to support objective definition of priorities			X	X	X																				
	Regional/sub-regional multi-stakeholder priorisation exercises				X	X	X	X																		
	Publication and dissemination of strategy documents						X	X	X	X																
Output 1.1.2 Mechanisms for transboundary coordination of approaches and investments in sustainable dryland management	Technical studies to identify and characterise transboundary issues potentially needing coordinated approaches			X	X	X																				
	Facilitation of transboundary negotiation and planning						X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Component 2 System-wide capacity development, knowledge management, stakeholder engagement and outreach																										
Outcome 2.1: Child projects are at the forefront of global best practice																										
Output 2.1.1 Knowledge inputs provided to child projects	Development of knowledge management strategy to define strategies for providing knowledge inputs to projects.			X	X																					
	Formulation and dissemination of knowledge products						X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Output 2.1.2 Capacity development program for national and regional actors	Establishment of roster of GCP consultants at global and regional levels		X	X																						
	Formulation of detailed capacity		X	X																						

Output	Main activities	Responsible	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
	development strategy																									
	Regional capacity development events				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	In-country capacity development by consultants from roster				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Outcome 2.2: The program and its child projects contribute to local, regional and global stores of knowledge																										
Output 2.2.1 Harmonised methodological guidance for knowledge collation and management by child projects	Formulation and dissemination of methodological guidance			X	X																					
	Ongoing review of knowledge management by child projects, and follow-up advice				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Output 2.2.2 System for feeding knowledge and results generated by the project into regional and global knowledge hubs	Co-formulation with projects and knowledge hubs of system for information flow			X	X																					
	Interactive descision transformational projects' platform tested and trained in coordination with UNCCD LDN Working Groups				X	X	X	X	X	X	X	X	X	X		X	X		X	X		X	X	X		
	Events for knowledge exchange				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Ongoing support to knowledge flow				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Outcome 2.3: Stakeholders at national, regional and global levels are effectively engaged and informed regarding the project and the models of sustainable dryland management, stimulating active participation and scaling up																										
Output 2.3.1 Guidance for consistent stakeholder engagement, and branded outreach and results communication by child projects	Provision of advice on development of child project outreach strategies and branding			X	X																					
	Follow-up review and advice to child project outreach, results communication and branding				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Output 2.3.2: Direct outreach by the GCP	Formulation of outreach and communication strategy			X	X																					
	Ongoing direct outreach by GCP				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Component 3 Programme-wide monitoring and adaptive management																										
Outcome 3.1: The program and its child projects are subject to adaptive management, responding effectively to lessons learned and evolving conditions in order to maintain relevance and ensure sustainability																										
Output 3.1.1: Programmatic M&E system incorporating child project M&E results and program-level indicators, guiding adaptive program	Review of GCP results framework and formulation of GCP M&E plan		X																							
	Preparation of GCP PIRs					X				X				X				X				X				X
	Ongoing monitoring and incorporation of results into adaptive management				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Output	Main activities	Responsible	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
management and reporting program-wide contributions to GEF-7 core indicators and SDGs	Mid-term external review												X	X												
	Final evaluation																									X
Output 3.1.2: Harmonised methodological guidance and standards for child project M&E systems	Support to child projects in reviewing results frameworks and formulation of M&E plans		X	X																						
	Ongoing review and advisory support to child projects on M&E and its application in adaptive management			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

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ANNEX H1: ENVIRONMENTAL AND SOCIAL RISK ASSESSMENT

Please copy here the Environmental and Social Risk Certification under generated by FPMIS under the repsonsability of the Lead Technical Officer.

Not applicable

ANNEX H2: ENVIRONMENTAL & SOCIAL RISK MANAGEMENT PLAN

Not applicable.

ANNEX H3: Stakeholder Engagement Matrix and Grievance Redress Mechanism

- Stakeholder Consultation in project formulation[97] -

In addition to the extensive stakeholder consultations at country level, described in the project documents of the child projects, a highly participatory multi-stakeholder workshop was held in FAO HQ, Rome, in January 2020, with all 11 IP-DSL participating countries and key global partners for the formulation of the GCP, that included an online technical survey (See results in Annex P). Moreover, the workshop was followed by regular ongoing consultations with country-, regional- and global-level stakeholders. The participants in the GCP formulation workshop are listed below.

Name	Country/ Location	Government/ Organization	Email	Title
Adrian Barrance	UK	FAO expert consultant	Adrian.Barrance@fao.org	
Fabiana Issler	Brazil	FAO expert consultant	fabiana.issler@me.com	
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Liesl Wiese	South Africa	FAO expert consultant	Liesl.Wiese@fao.org	
Yerlan Syzdykov	Kazakhstan	FAO expert consultant	erlanes@gmail.com	
Mr David Brugiere	France	BRL Ingénierie	david.brugiere@brl.fr	Directeur de projets Biodiversité & Ressources Naturelles
Dr. Charles Lange	Kenya	Kenya Govt.	clange@nema.go.ke or nzavi2001@yahoo.com	NEMA
Mr Julio Ingles	Angola	Angola Govt.		GEF Operational Focal Point, Ministry of Environment
Mr. Johannes Seema	Botswana	Botswana Govt.	jbseema@gov. bw	Senior Forest and Range Resources Officer
Zainabu Shabani Bungwa	Tanzania	Tanzania Govt.	bungwashabani@gmail.com	Principle Forest Officer
Mr Tanyaradzwa MUNDOGA	Zimbabwe	Zimbabwe Govt.	tmundoga@gmail.com	Deputy Director - Natural Resources, Department of Environment and Natural Resources, Ministry of Environment
Mr. Fillemon Kayofa	Namibia	Namibia Govt.	fillemon.kayofa@mawf.gov.na	Ministry of Agriculture, Water and Forestry (MAWF)
Ms. Tangu Tumeo	Malawi	Malawi Govt.	tumeo.tangu@gmail.com	GEF-PPG Focal Point

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[97] See FAO Operational Guidelines for Stakeholder Engagement

Name	Country/ Location	Government/ Organization	Email	Title
Ms. Ariuntuya	Mongolia	Mongolia Govt.	ariuntuya@mne.gov.mn	GEF Operational Focal Point, Ministry of Environment
Mr Sonmanégre NANA	Burkina Faso	Burkina Faso Govt.	nanasomanegre@yahoo.fr	Head, SP/CNDD
Mr. M. Elemesov	Kazakhstan	Kazakhstan Govt.	elemesov.m@minagri.gov.kz	Acting Deputy Chair of Forestry and Wildlife Committee, GEF PPG focal point
Madyo Couto	Mozambique	Mozambique Govt. Partner	madyo.couto@gmail.com	MozBio Coordinator, Fundo Nacional de Desenvolvimento Sustentavel (FNDS)
Sean Nazarelli,	Mozambique	Mozambique Govt. Partner	snazerali@biofund.org.mz	Executive Director, BioFund
Dr. Dennis Garrity	Kenya	UNCCD	D.GARRITY@CGIAR.ORG	Drylands Ambassador, UN Convention to Combat Desertification
Jonathan Gheyssens	Switzerland	UNEP	jonathan.gheyssens@un.org	UNEP Finance Initiative
Mr. Alborovkov	Kazakhstan	World Bank expert consultant	alborovkov@list.ru	Kazakhstan Project design expert
Dr. Dennis Garrity	Kenya	UNCCD	D.GARRITY@CGIAR.ORG	Drylands Ambassador, UN Convention to Combat Desertification
Jonathan Gheyssens	Switzerland	UNEP	jonathan.gheyssens@un.org	UNEP Finance Initiative
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Txaran Basterrechea	Angola	FAO		
Lesedi Modo	Botswana	FAO		
Emmah Muthanje	Malawi	FAO		
Prisca Munthali	Malawi	FAO		
Gift Kamupingene	Namibia	FAO		
Ferdinard Mwapopi	Namibia	FAO		
Jonathan Sawaya	Tanzania	FAO		
Celestina Lwatula	Zambia	FAO		
David Mfote	Zimbabwe	FAO		
Lilian Goredema	Zimbabwe	FAO		
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Juan Carlos Mendoza	Germany	UNCCD	jmendoza@unccd.int	
Dr. Ezekiel E. Mwakalukwa			ezedwa@gmail.com	Chairperson - COFO Working Group on Drylands
Mr Luis Constantino	Angola	Angola Govt.		Chief of Department of Desertification and UNCCD Focal Point, Ministry of Environment
Mr Danilo Silva	Angola	FAO		Environment Expert.
Mr Nebnoma Norbert OUEDRAOGO	Burkina Faso	Burkina Faso Govt.	norbertouedraogo@yahoo.com	Ingénieur des Eaux et Forêts
Mr. Marthin Kasaona	Namibia	Namibia Govt.	mkkasaona@hotmail.com	Ministry of Environment and Tourism (MET)

Name	Country/ Location	Government/ Organization	Email	Title
Ms. Yoko Wantanabe	USA	UNDP	yoko.watanabe@undp.org	Director - GEF Small Grants Program
Ms. Franka Braun	Mozambique	World Bank	Franka Braun <fbraun@worldbank.org>	World Bank - Mozambique Country Office
Amanda Jerneck	Mozambique	World Bank	ajerneck@worldbank.org	World Bank - Mozambique Country Office
Jonathan Davies	Kenya	IUCN	jonathan.davies@iucn.org	

Stakeholder Consultation in project Implementation

Kindly note that as elaborated in ProDoc section paragraph 143, a detailed stakeholder engagement plan will be refined during year one of implementation, including specification of the elements in the table below.

Stakeholder Name	Stakeholder Type	Stakeholder profile	Consultation Methodology	Expected timing	Comments
FAO					
Implementing agencies of child projects (FAO, World Bank, IUCN, WWF)					
Regional bodies, knowledge hubs and NGOs (e.g. SADC, CAREC, Great Green Wall, ICRISAT, ICRAF, WWF, WCS, UNCCD Knowledge Hub and Global Mechanism, Working Group on Dryland Forests and Agrosilvopastoral Systems, Global Landscape Forum, CACILM, Farmer Field Schools Platform, Global Soil Partnership, WOCAT, EverGreening Alliance		*Note: This will be refined during year 1 of implementation building on initial stakeholder engagement and aligning with individual child project stakeholder engagement plans.*			
Host governments of IP countries					
Child project implementation teams					
UNCCD Global Mechanism					
Private sector					
Financing entities (e.g. LDN Fund)					

Grievance Redress Mechanism[98]

- Grievance Mechanism

Focal Point Information	
Contact Details	
Explain how the grievance mechanism will be/ has been communicated to stakeholders	

- Disclosure (only for Moderate or High Risk)

Disclosure Means		
Disclosure information/document shared		
Disclosure dates	From: Click here to enter a date.	To: Click here to enter a date.
Location		
Language(s)		
Other Info		

(+) Add disclosure as necessary

FAO is committed to ensuring that its programs are implemented in accordance with the Organization's environmental and social obligations. In order to better achieve these goals, and to ensure that beneficiaries of FAO programs have access to an effective and timely mechanism to address their concerns about non-compliance with these obligations, the Organization, in order to supplement measures for receiving, reviewing and acting as appropriate on these concerns at the program management level, has entrusted the Office of the Inspector-General with the mandate to independently review the complaints that cannot be resolved at that level.

FAO will facilitate the resolution of concerns of beneficiaries of FAO programs regarding alleged or potential violations of FAO's social and environmental commitments. For this purpose, concerns may be communicated in accordance with the eligibility criteria of the Guidelines for Compliance Reviews Following Complaints Related to the Organization's Environmental and Social Standards[99], which applies to all FAO programs and projects.

Concerns must be addressed at the closest appropriate level, i.e. at the project management/technical level, and if necessary at the Regional Office level. If a concern or grievance cannot be resolved through consultations and measures at the project management level, a complaint requesting a Compliance Review may be filed with the Office of the Inspector-General (OIG) in accordance with the Guidelines. Program and project managers will have the responsibility to address concerns brought to the attention of the focal point.

The principles to be followed during the complaint resolution process include: impartiality, respect for human rights, including those pertaining to indigenous peoples, compliance of national norms, coherence with the norms, equality, transparency, honesty, and mutual respect.

Project-level grievance mechanism

The project will establish a grievance mechanism at field level to file complaints during project inception phase. Contact information and information on the process to file a complaint will be disclosed in all meetings, workshops and other

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[98] This section has to be adapted to each specific country.

[99] Compliance Reviews following complaints related to the Organization's environmental and social standards: http://www.fao.org/aud/42564-03173af392b352dc16b6cec72fa7ab27f.pdf

related events throughout the life of the project. In addition, it is expected that all awareness raising material to be distributed will include the necessary information regarding the contacts and the process for filing grievances.

The project will also be responsible for documenting and reporting as part of the safeguards performance monitoring on any grievances received and how they were addressed.

The mechanism includes the following stages:

- In the instance in which the claimant has the means to directly file the claim, he/she has the right to do so, presenting it directly to the Project Coordination Unit (PCU). The process of filing a complaint will duly consider anonymity as well as any existing traditional or indigenous dispute resolution mechanisms and it will not interfere with the community's self-governance system.

- The complainant files a complaint through one of the channels of the grievance mechanism. This will be sent to the Project Coordinator (PC) to assess whether the complaint is eligible. The confidentiality of the complaint must be preserved during the process.

- The PGC will be responsible for recording the grievance and how it has been addressed if a resolution was agreed.

- If the situation is too complex, or the complainer does not accept the resolution, the complaint must be sent to a higher level, until a solution or acceptance is reached.

- For every complaint received, a written proof will be sent within ten (10) working days; afterwards, a resolution proposal will be made within thirty (30) working days.

- In compliance with the resolution, the person in charge of dealing with the complaint, may interact with the complainant, or may call for interviews and meetings, to better understand the reasons.

- All complaint received, its response and resolutions, must be duly registered.

Internal process

1. Project Coordination Unit (PCU). The complaint could come in writing or orally to the PCU directly. At this level, received complaints will be registered, investigated and solved by the PCU.

2. If the complaint has not been solved and could not be solved in level 1, then the Global Project Coordinator elevates it to the Director, Climate and Environment Division, FAO.

3. Project Task Force (PTF). The assistance of the PTF is requested if a resolution was not agreed in levels 1 and 2.

Resolution

Upon acceptance a solution by the complainer, a document with the agreement should be signed with the agreement.

Project Coordination Unit (PCU)	Must respond within 5 working days.	
FAO Director Climate and Environment Division in	Anyone in the office of the Director, Office of Climate, Biodiversity and Environment may receive a complaint and must ensure proof of receipt. If the case is accepted, the FAO Representative must respond within 5 working days in consultation with FAO's Representation and Project Team. FAO Representative: Director, Office of Climate, Biodiversity and Environment e-mail: OCB-Director@fao.org Tel: (+39) 06 5705 1657	

Project Task Force (PTF)	If the case cannot be dealt by the FAO Representative, he/she must send the information to all PTF members and call for a meeting to find a solution. The response must be sent within 5 working days after the meeting of the PTF.	
Office of the Inspector General (OIG)	To report possible fraud and bad behavior by fax, confidential: (+39) 06 570 55550 By e-mail: Investigations-hotline@fao.org By confidential hotline: (+ 39) 06 570 52333	

Annex I: Indigenous People

This Global Coordination Project will have no specific impacts on indigenous people. Individual child projects include indigenous peoples plans as relevant.

Annex J: **FAO's Roles in Internal Organization**

Note to project formulators: this version of the project document template can be used only where all MS 701 conditions have been met and the ADG PS approval of OPIM use within the project with selected Operational Partners has been received. In case of any deviation from MS 701 provisions, all references to Operational Partners and OPAs have to be removed.

FAO will be the GEF Implementing Agency of the project. As such, FAO has the project assurance role and will supervise and provide technical guidance for the overall implementation of the project, including:

a) Monitor and oversee partner's compliance with the OPA and LoA and project implementation in accordance with the project document, work plans, budgets, agreements with co-financiers and the rules and procedures of FAO and GEF;

b) Commence and completing the responsibilities allocated to it in the Project Document in a timely manner, provided that all necessary reports and other documents are available;

c) Making transfers of funds, supplies and equipment, as applicable, in accordance with the provisions of the OPA or LoA;

d) Administrate the portion of project GEF funds that has been agreed with the OP to remain for FAO direct implementation. These funds will be managed in accordance with the rules and procedures of FAO;

e) organizing and completing monitoring, assessment, assurance activities and evaluation of the Project;

f) Review, discuss with the OP, and approve the project progress and financial reports, as detailed in the OPA and its annexes. undertaking and completing monitoring, assessment, assurance activities, evaluation and oversight of the project;

g) Liaising on an ongoing basis, as needed, with the Government (as applicable), other members of the United Nations Country Team, Resource Partner, and other stakeholders;

h) Providing overall guidance, oversight, technical assistance and leadership, as appropriate, for the Project;

i) Provide financial and audit services to the project including budget release, budget revisions and administration of funds from GEF in accordance with rules and procedures of FAO;

j) Oversee financial expenditures against project budgets;

k) Ensure that all activities, including procurement and financial services are carried out in strict compliance with FAO and GEF relevant procedures and agreements;

l) Initiating joint review meetings with the OP to agree on the resolution of findings and to document the lessons learned;

m) Report to the GEF Secretariat and Evaluation Office, through the annual Project Implementation Review, on project progress and provide consolidated financial reports to the GEF Trustee;

n) Conduct at least one supervision mission per year

o) Lead the Mid-Term Review and Final Evaluation;

p) Monitor implementation of the plan for social and environmental safeguards, in accordance with the FAO Environmental and Social Safeguards.*;*

q) Trigger additional reviews, audits and/or evaluations, as necessary;

In collaboration with the Project Management Unit (PMU) and under the overall guidance of the the Project Task Force, FAO will participate in the planning of contracting and technical selection processes. FAO will process fund transfers to the OP as per provisions, terms and conditions of the signed OPA and LoA.

The FAO Director of the Office of Climate Change, Biodiversity, and Environment will be the Budget Holder (BH) and will be responsible for timely operational, administrative and financial management of GEF resources implemented by FAO directly. The budget holder will be also responsible for i) managing OPIM for results, including monitoring of risks and overall compliance with the OPA and LoA provisions; ii) review and clear financial and progress reports received from the OP and certify request for funds iii) review and clear budget revisions and annual work plan and budgets; iv) ensure implementation of the Risk Mitigation and Assurance Plan v) follow up and ensure that partners implement all actions and recommendations agreed upon during Assurance Activities.

As a first step in the implementation of the project, the FAO Director will establish an interdisciplinary Project Management Unit (PMU) within FAO, to guide the implementation of the project. The PMU is a management and technical body that integrate the necessary technical qualifications to support the project. The PMU is headed by a Coordinator and assisted by technical and operational staff and works closely with the Lead Technical Officer (LTO) and based in FAO Headquarters.

The Lead Technical Officers (LTOs) for the project will be Fidaa F. Haddad (Forestry), Edmundo Barrios (Plant Production and Protection) and Vera Boerger (Land and Water) or as otherwise nominated by these technical units. The role of the LTO Group is central to FAO's delivery of an integrated approach in this Impact Program and represents an important comparative advantage of the organization. The LTOs will oversee and carry out technical backstopping to project implementation. The LTOs will support the BH in the implementation and monitoring of the AWP/Bs, including work plan and budget revisions. The LTOs will be responsible and accountable for providing or securing technical assistance when needed and clearance of technical inputs and services procured by the Organization.

The FAO Director will review and clear the AWP/Bs submitted by the PMU as well as the Project Progress Reports (PPRs). PPRs may be commented by the PTF and cleared by the LTO before being uploaded by the BH in FPMIS.

In addition, the LTOs will provide technical backstopping to the PMU to ensure the delivery of quality technical outputs. The LTOs will coordinate the provision of appropriate technical support and to respond to requests from the PTF as needed. The LTOs will be responsible for:

a) Assess the technical expertise required for project implementation and identify the need for technical support and capacity development of the OP.

b) Provide technical guidance to the OP on technical aspects and implementation.

c) Review and clear TORs for consultancies and contracts to be performed under the project, and to CVs for technical proposals short-listed by the PMU for key project positions and services to be financed by GEF resources;

d) Review and give clearance for the OP's procurement plans;

e) Supported by the FAO Director, review and clear final technical products delivered by consultants and contract holders financed by GEF resources;

f) Assist with review and provision of technical comments to draft technical products/reports during project implementation;

g) Review and approve project progress reports submitted by the Global Program Director, in cooperation with the BH;

h) Ensure the technical quality of the six-monthly Project Progress Reports (PPRs). The PPRs will be prepared by the NPD, with inputs from the PMU. The BH will submit the PPR to the FAO/GEF Coordination Unit for comments, and the LTO for technical clearance. The PPRs will be submitted to the PTF for approval twice a year. The designated Finance Liasion Officer (FLO) will upload the approved PPR to FPMIS.

i) Supervise the preparation and ensure the technical quality of the annual PIR. The PIR will be drafted by the NPD, with inputs from the PT. The PIR will be submitted to the BH and the FAO-GEF Coordination Unit for approval and finalization. The FAO/GEF Coordination Unit will submit the PIRs to the GEF Secretariat and the GEF Evaluation Office, as part of the Annual Monitoring Review report of the FAO-GEF portfolio. The LTO must

ensure that the NPD and the PMU have provided information on the co-financing provided during the year for inclusion in the PIR;

j) Provide comments to the TORs for the mid-term and final evaluation; provide information and share all relevant background documentation with the evaluation team; participate in the mid-term workshop with all key project stakeholders, development of an eventual agreed adjustment plan in project execution approach, and supervise its implementation; participate in the final workshop with all key project stakeholders, as relevant. Contribute to the follow-up to recommendations on how to insure sustainability of project outputs and results after the end of the project.

k) Monitor implementation of the Risk Mitigation Plan, in accordance with the FAO Environmental and Social Safeguards.

The LTO Group for the Global Coordination Project will act as HQ Technical Officers for IP country investments implemented by FAO. The HQ Technical Officers will ensure relevant technical expertise – from within FAO technical departments - related to the thematic areas of the project. The HQ Technical Officers will provide effective functional advice to the country project LTO to ensure adherence to FAO corporate technical standards during project implementation, in particular:

a) Supports the LTO in monitoring and reporting on implementation of environmental and social commitment plans for moderate risk projects. In this project, the HQ Technical Officer will support the LTO in monitoring and reporting the identified risks and mitigation measures (Appendix H2) in close coordination with the OP.

b) Provides technical backstopping for the project work plan.

c) Clears technical reports, contributes to and oversees the quality of Project Progress Report(s).

d) May be requested to support the LTO and PTF for implementation and monitoring.

e) Contribute to the overall ToR of the Mid-term and Final Evaluation, review the composition of the evaluation team and support the evaluation function.

The FAO-GEF Coordination Unit will act as Funding Liaison Officer (FLO). This FAO/GEF Coordination Unit will review and provide a rating in the annual PIR(s) and will undertake supervision missions as necessary. The PIRs will be included in the FAO GEF Annual Monitoring Review submitted to GEF by the FAO GEF Coordination Unit. The FAO GEF Coordination Unit may also participate in or lead the mid-term evaluation, and in the development of corrective actions in the project implementation strategy if needed to mitigate eventual risks affecting the timely and effective implementation of the project. The FAO GEF Coordination Unit will in collaboration with the FAO Finance Division to request transfer of project funds from the GEF Trustee based on six-monthly projections of funds needed.

The FAO Financial Division will provide annual Financial Reports to the GEF Trustee and, in collaboration with the FAO-GEF Coordination Unit, request project funds on a six-monthly basis to the GEF Trustee.

Financial management

Financial management in relation to the GEF resources directly managed by FAO will be carried out in accordance with FAO's rules and procedures as outlined below.

Financial Records. FAO shall maintain a separate account in United States dollars for the project's GEF resources showing all income and expenditures. FAO shall administer the project in accordance with its regulations, rules and directives.

Financial Reports. The FAO Budget Holder (BH) shall prepare quarterly project expenditure accounts and final accounts for the project, showing amount budgeted for the year, amount expended since the beginning of the year, and separately, the un-liquidated obligations as follows: i) Details of project expenditures on outcome-by-outcome basis, reported in line with Project Budget as at 30 June and 31 December each year; ii) Final accounts on completion of the Project on a component-by-component and outcome-by-outcome basis, reported in line with the Project Budget; iii) A final statement of account in line with FAO Oracle Project budget codes, reflecting actual final expenditures under the Project, when all obligations have been liquidated.

Financial reports for submission to the donor (GEF) will be prepared in accordance with the provisions in the GEF Financial Procedures Agreement and submitted by the FAO Finance Division.

Responsibility for Cost Overruns. As regards resources directly managed by FAO, the BH shall utilize the GEF project funds in strict compliance with the Project Budget (Appendix A2) and the approved AWP/Bs. The BH can make variations provided that the total allocated for each budgeted project component is not exceeded and the reallocation of funds does not impact the achievement of any project output as per the project Results Framework (Appendix A1). At least once a year, the BH will submit a budget revision for approval of the LTO and the FAO/GEF Coordination Unit through FPMIS. Cost overruns shall be the sole responsibility of the BH.

Under no circumstances can expenditures exceed the approved total project budget or be approved beyond the NTE date of the project. Any over-expenditure is the responsibility of the BH.

Audit. The project shall be subject to the internal and external auditing procedures provided for in FAO financial regulations, rules and directives and in keeping with the Financial Procedures Agreement between the GEF Trustee and FAO.

The audit regime at FAO consists of an external audit provided by the Auditor-General (or persons exercising an equivalent function) of a member nation appointed by the Governing Bodies of the Organization and reporting directly to them, and an internal audit function headed by the FAO Inspector-General who reports directly to the Director-General. This function operates as an integral part of the Organization under policies established by senior management, and furthermore has a reporting line to the governing bodies. Both functions are required under the Basic Texts of FAO which establish a framework for the terms of reference of each. Internal audits of imprest accounts, records, bank reconciliation and asset verification take place at FAO field and liaison offices on a cyclical basis.

Procurement. Careful procurement planning is necessary for securing goods, services and works in a timely manner, on a "Best Value for Money" basis. It requires analysis of needs and constraints, including forecast of the reasonable timeframe required to execute the procurement process.

(Applicable if FAO undertakes procurement activities) Procurement and delivery of inputs in technical cooperation projects will follow FAO's rules and regulations for the procurement of supplies, equipment and services (i.e. Manual Sections 502 and 507). Manual Section 502: "Procurement of Goods, Works and Services" establishes the principles and procedures that apply to procurement of all goods, works and services on behalf of the Organization, in all offices and in all locations, with the exception of the procurement actions described in Procurement Not Governed by Manual Section 502. Manual Section 507 establishes the principles and rules that govern the use of Letters of Agreement (LoA) by FAO for the timely acquisition of services from eligible entities in a transparent and impartial manner, taking into consideration economy and efficiency to achieve an optimum combination of expected whole life costs and benefits. As per the guidance in FAO's Project Cycle Guide, the BH will draw up an annual procurement plan for major items, which will be the basis of requests for procurement actions during implementation. The first procurement plan will be prepared at the time of project start-up, if not sooner, in close consultation with the NPC and LTO. The plan will include a description of the goods, works, or services to be procured, estimated budget and source of funding, schedule of procurement activities and proposed method of procurement. In situations where exact information is not yet available, the procurement plan should at least contain reasonable projections that will be corrected as information becomes available.

The procurement plan shall be updated every quarter and submitted to FAO BH and LTO for clearance.

Annex K: FAO and Government Obligations

(a) This Annex sets out the basic conditions under which FAO will assist the Government in the implementation of the Project described in the attached Project Document.

(b)The achievement of the objectives set by the Project shall be the joint responsibility of the Government and FAO.

FAO OBLIGATIONS

FAO will be responsible for the provision, with due diligence and efficiency, of assistance as provided in the Project Document. FAO and the Government will consult closely with respect to all aspects of the Project.

Assistance under the Project will be made available to the Government, or to such entity as provided in the Project, and will be furnished and received (i) in accordance with relevant decisions of the Governing Bodies of FAO, and with its constitutional and budgetary provisions, and (ii) subject to the receipt by FAO of the necessary contribution from the Resource Partner. FAO will disburse the funds received from the Resource Partner in accordance with its regulations, rules and policies. All financial accounts and statements will be expressed in United States Dollars and will be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules and directives of FAO.

FAO's responsibilities regarding financial management and execution of the Project will be as stipulated in the Project Document. FAO may, in consultation with the Government, implement Project components through partners identified in accordance with FAO procedures. Such partners will have primary responsibility for delivering specific project outputs and activities to the Project in accordance with the partner's rules and regulations, and subject to monitoring and oversight, including audit, by FAO.

Assistance under the Project provided directly by FAO, including technical assistance services and/or oversight and monitoring services, will be carried out in accordance with FAO regulations, rules and policies, including on recruitment, travel, salaries, and emoluments of national and international personnel recruited by FAO, procurement of services, supplies and equipment, and subcontracting. The candidacies of senior international technical staff for recruitment by FAO will be submitted to the Government for clearance following FAO procedures.

Equipment procured by FAO will remain the property of FAO for the duration of the Project. The Government will provide safe custody of such equipment, which is entrusted to it prior to the end of the Project. The ultimate destination of equipment procured under this Project will be decided by FAO in consultation with the Government and the Resource Partner.

GOVERNMENT OBLIGATIONS

With a view to the rapid and efficient execution of the Project, the Government shall grant to FAO, its staff, and all other persons performing services on behalf of FAO, the necessary facilities including:

   i)   the prompt issuance, free of charge, of any visas or permits required;
   ii)   any permits necessary for the importation and, where appropriate, the subsequent exportation, of equipment, materials and supplies required for use in connection with the Project and exemption from the payment of all customs duties or other levies or charges relating to such importation or exportation;
   iii)   exemption from the payment of any sales or other tax on local purchases of equipment, materials and supplies for use in connection with the project;
   iv)   any permits necessary for the importation of property belonging to and intended for the personal use of FAO staff or of other persons performing services on behalf of FAO, and for the subsequent exportation of such property;
   v)   prompt customs clearance of the equipment, materials, supplies and property referred to in subparagraphs (ii) and (iv) above.

7.   The Government will apply to FAO, its property, funds and assets, its officials and all the persons performing services on its behalf in connection with the Project: (i) the provisions of the Convention on Privileges and Immunities of the Specialized Agencies; and (ii) the United Nations currency exchange rate. The persons performing services on behalf of FAO will include any organization, firm or other entity, which FAO may designate to take part in the execution of the Project.

8.   The Government will be responsible for dealing with any claims which may be brought by third parties against FAO, its personnel or other persons performing services on its behalf, in connection with the Project, and will hold them harmless in respect to any claim or liability arising in connection with the Project, except when it is agreed by FAO and the Government that such claims arise from gross negligence or wilful misconduct of such persons.

9.   The Government will be responsible for the recruitment, salaries, emoluments and social security measures of its own national staff assigned to the project. The Government will also provide, as and when required for the Project, the facilities and supplies indicated in the Project Document. The Government will grant FAO staff, the Resource Partner and persons acting on their behalf, access to the Project offices and sites and to any material or documentation relating to the Project, and will provide any relevant information to such staff or persons.

REPORTING AND EVALUATION

10.   FAO will report to the Government (and to the Resource Partner) as scheduled in the Project Document.

11.   The Government will agree to the dissemination by FAO of information such as Project descriptions and objectives and results, for the purpose of informing or educating the public. Patent rights, copyright, and any other intellectual property rights over any material or discoveries resulting from FAO assistance under this Project will belong to FAO. FAO hereby grants to the Government a non-exclusive royalty-free license to use, publish, translate and distribute, privately or publicly, any such material or discoveries within the country for non-commercial purposes. In accordance with requirements of some Resource Partners, FAO reserves the right to place information and reports in the public domain.

12.   The Project will be subject to independent evaluation according to the arrangements agreed between the Government, the Resource Partner and FAO. The evaluation report will be publicly accessible, in accordance with the applicable policies, along with the Management Response. FAO is authorized to prepare a brief summary of the report for the purpose of broad dissemination of its main findings, issues, lessons and recommendations as well as to make judicious use of the report as an input to evaluation synthesis studies.

FINAL PROVISIONS

13.   Any dispute or controversy arising out of or in connection with the Project or this Agreement will be amicably settled through consultations, or through such other means as agreed between the Government and FAO.

14.   Nothing in or related to any provision in this Agreement or document or activity of the Project shall be deemed (i) a waiver of the privileges and immunities of FAO; (ii) the acceptance by FAO of the applicability of the laws of any country to FAO, and: (iii) the acceptance by FAO of the jurisdiction of the courts of any country over disputes arising from assistance activities under the Project.

15.   This Agreement may be amended or terminated by mutual written consent. Termination will take effect sixty days after receipt by either party of written notice from the other party. In the event of termination, the obligations assumed by the parties under this Agreement will survive its termination to the extent necessary to permit the orderly conclusion of activities, and the withdrawal of personnel, funds and property of FAO.

16.   This Agreement will enter into force upon signature by the duly authorized representatives of both parties.

Annex L: Terms of Reference for Key Project Team Members

1)   Global Program Coordinator

Contract type

FAO staff member (P5), part time.

Location

FAO Headquarters

Scope of Work

The Program Coordinator (PC) will:

- Have overall global responsibility for ensuring the application of a coordinated programmatic approach to GEF investments in the DSL IP, across the three clusters of child projects, in order to optimize the effectiveness of all child projects and to realize potential for synergies at global level, with the effective engagement of institutional stakeholders at global level.
- Lead the team of the Global Coordination Project (GCP), providing overall technical and operational support for its successful execution and implementation, with the overall aim of optimizing the effectiveness of the Impact Program (IP) as whole, and its child projects. This includes the ensure the effective implementation of the GCP and the delivery of its results in accordance with the project document and agreed work plans.

Key functions:

- Ensuring the effective provision of technical support by the GCP to the child projects, including assuming quality control of technical interventions;
- Assure timely and efficient technical delivery of activities, in collaboration with all key partners;
- Provide advice on best suitable approaches and methodologies for achieving project targets and objectives;
- Provide hands-on support to project staff in the management of technical aspects of project and program delivery, monitoring, and impact assessment;
- Prepare and finalize Terms of Reference for technical consultancies and sub-contractors, and assist in the selection and recruitment process;
- Provide technical supervisory function to the work carried out by the other technical assistance consultants hired by the project;
- Coordinate the work of all consultants and subcontractors, ensuring the timely delivery of expected outputs, and effective synergy among the various sub-contracted activities;
- Provide quality assurance and technical review of project outputs;
- Undertake technical review of project outputs (e.g. studies and assessments);
- Adjust the project Results Framework, workplan and budget, as required and in line with corporate requirements;
- Liaise work with project partners, donor organizations, NGOs and other groups to ensure effective coordination of project activities in order to optimize the efficiency and scale of impact delivery.

Additional functions:

- Coordinate policy advisory work, based on reviews of assessments of sustainable development issues and trends related to drylands management;

- Ensure effective liaison with key external and internal KM and exchange platforms (e.g. Global Landscapes Forum, Global Soils Partnership, Dryland Restoration Initiatives Platform);
- Lead in the preparation of (global) technical workshops/trainings/meetings based on child projects' priorities;
- Serves as an effective spokesperson and establishes collaboration and partnerships with key officials at all levels inside and outside the organization;
- Oversee and guide regional training and outreach events etc.;
- Oversee delivery and alignment of partnerships with co-executing partners (IUCN and WOCAT).

2) **Program Officer – Capacity and Knowledge**

Contract type

FAO staff member (P4), part time.

Location

FAO Headquarters

Scope of Work

Lead implementation, quality enhancement and assurance on system-wide capacity development, knowledge generation, knowledge management, stakeholder engagement approaches and communication and outreach for sustainable delivery of the FAO-led GEF DSL-IP.

The Program Officer will lead the strategic planning, development, and implementation of all system-wide capacity development, knowledge management and stakeholder engagement components as well as oversee the communication and outreach efforts in the DSL Impact Program in close collaboration with the needs of country projects at a strategic level. This includes leading the development and implementation of the IP-DSL global capacity development strategy (Outcome 2.1, Output 2.1.2), knowledge management strategy (Outcome 2.1, Output 2.1.1), stakeholder engagement plan (Outcome 2.3, Output 2.3.1) and communication and outreach strategy (Outcome 2.3, Output 2.3.1, Output 2.3.2) in accordance with Departmental Objectives and FAO's Strategic Objectives.

The Program Officer will directly contribute to the technical outcomes of the GCP, and thereby its effectiveness in supporting the delivery of the IP child projects, within the overall programmatic framework of the DSL-IP, ensuring that:

- The prioritisation, targeting and coordination of child project investments (GCP Outcome 1.1) are optimized on the basis of access to reliable knowledge
- The GCP and child projects are at the forefront of global best practice in relation to capacity enhancement and knowledge management (GCP outcome 2.1);
- The GCP and child projects contribute effectively to local, regional and global stores of knowledge (Outcome 2.2);
- Stakeholders at national, regional and global levels are effectively engaged and informed regarding the project and the models of sustainable dryland management, stimulating active participation and scaling up (Outcome 2.3);
- Communication and outreach activities both by the GCP and support to child projects (GCP Outcome 2.3);
- Capacities are enhanced as needed for adaptive management (Component 3).

- Develop and oversee implementation of the IP-DSL global system-wide capacity development (CD) strategy;
- Establish and manage a roster of GCP CD consultants to enhance capacities et regional and global level complementing CD needs from child projects (Output 2.1.2);
- Provide technical backstopping and quality assurance to implement IP-DSL child project CD strategies including participating in country missions (Output 2.1.2);
- Develop and oversee implementation of the IP-DSL knowledge management strategy with a rigorous experience capitalization methodology in close alignment with the IP-DSL child projects (Output 2.1.1);
- Compile good practices and report on lessons learned in project implementation, so as to contribute to international learning and replication in other projects (Output 2.2.2);
- Refine and implement the IP-DSL global stakeholder engagement plan in close alignment with child projects to maximize country ownership and outreach (Output 2.3.1);
- Contribute to the program-wide monitoring and adaptive management through inputs on CD, KM and SE including mid-term review (Output 3.1.2);
- Advance corporate institutionalization efforts of the FAO-GEF program on institutional and capacity development, knowledge management and stakeholder engagement; and
- Facilitate the development of strategic regional and international partnerships for the exchange of skills and information.

3) **Monitoring and Evaluation Specialist**

Contract type

FAO staff member (P3), part time.

Location

FAO Headquarters

Scope of Work

The specialist will oversee and advise on the support to be provided under Component 3 to resource assessment, monitoring, evaluation and impact assessment, at the levels of the GCP, IP and child projects. This will contribute to optimizing adaptive management and impact delivery at all of these levels, and to establishing the bases for scaling out of program results.

Key Functions

- Formulation and oversight, in close collaboration with child project teams, of the M&E system for the GCP and for the IP as a whole, including finalizing the formulation of programmatic indicators that are compatible with CP indicators and the application of their results in support of adaptive management;
- Provision of advice and troubleshooting support to the CP teams on the formulation and implementation of their project-level M&E systems, including harmonised methodological guidance for M&E knowledge collation and management, the identification and application of tools for M&E and resource assessment at field, community and landscape levels, and the fine-tuning of indicators are required to ensure their relevance and, where needed, their compatibility with GCP/IP indicators;

- Review and advisory support to CPs on the application of M&E in adaptive management.
- Support the refinement and implementation of the Integrated Land Assessment Methodology (ILAM) to support further land assessment, monitoring and evaluation in all CP locations in response to countries' requests;
- Develop an Integrated Environmental Information System to strengthen the science-policy interface in the IP landscapes, notably to harmonize and share CP's ILAM results, integrated land use plans and promote SFM/SLM;
- Oversee overall program impact assessment;
- Formulation and dissemination of methodological guidance and lessons learned regarding different aspects of integrated land use plans and the land degradation neutrality process;
- Technical exchanges and coordination with key project/IP partners on methodologies and tools for M&E, assessment and information management, in order to ensure that the project is applying best practice.

4) **Operations Officer**

Contract type

FAO staff member (P3), part time.

Location

FAO Headquarters

Scope

Under the direct supervision of the Program Coordinator, the Operations Officer will play a key role in optimizing project delivery in each of the components and outcomes, by overseeing that technical, operational and administrative aspects are addressed in each in a coordinated and effective manner.

Key Functions

- Provide technical and operational backstopping and oversight support to optimize the delivery of outcomes across the project and the IP as a whole;
- Ensure smooth and timely implementation of project activities in support of the results-based work plan, in order to optimize technical effectiveness;
- Support the PC in coordinating relations (including contractual arrangements) with key GCP/IP partners, ensuring technical aspects, in order to optimize effectiveness and efficiency of outcome delivery;
- Provide technical and organizational support to the preparation, publishing and dissemination of strategy documents by the GCP, under Outcome 1.1, and methodological guidance under Outcomes 2.2, 2.3 and 3.1;
- Oversee practical aspects of interactions (meetings, communications etc.) between the GCP and its partners under Outcomes 2.1 and 2.2 (in relation to knowledge exchanges);
- In close coordination with GCP PMU members and international consultants, and CP members, oversee the planning of GCP activities in order to optimize their effectiveness and efficiency;
- Ensure that relevant reports on expenditures, forecasts, progress against work plans, project closure, are prepared and submitted in accordance with FAO and GEF defined procedures and reporting formats, schedules and communications channels, as required;
- Participate and represent the project in collaborative meetings with project partners and the PTF, as required;
- Undertake missions to monitor technical and operational performance, as appropriate;

- In consultation with FAO Evaluation Office, the LTU, and FAO-GEF Coordination Unit, support the organization of the mid-term and final evaluations, and provide inputs regarding project budgetary matters.

5) GCP Administrative and Financial Assistant (AFA)

Contract type

International consultant.

Location

FAO Headquarters

Responsibilities

The AFA will be responsible for ensuring effective administrative and financial management of the Global Coordination Project (GCP) as a whole.

- Standardize the finance and accounting systems of the GCP, in accordance with FAO financial accounting procedures.
- Prepare revisions of the budget with the PC and assist in the preparation of the AWPs.
- Compile and verify budget and accounting data by researching files, calculating costs and estimating anticipated expenditures from readily available information sources.
- Prepare status reports, progress reports and other financial reports including co-financing reports.
- Process all types of payment requests for settlement purposes including quarterly advances to the partners upon joint review.
- Prepare periodic accounting records by recording receipts, disbursements (ledgers, cashbooks, vouchers, etc.) and reconciling data for recurring or financial reports and assist in preparation of annual procurement plans.
- Undertake project financial closure formalities including submission of terminal reports, transfer and disposal of equipment, processing of semi-final revisions, and support professional staff in preparing the terminal assessment reports.
- Assist in the timely issuance of contracts and assurance of other eligible entitlements of the project personnel, experts, and experts by preparing annual recruitment plans

6) Regional Facilitator (RF) and Stakeholder Engagement Specialist – Miombo/Mopane REM

Contract type:

International Consultant

Location:

Miombo/Mopane REM (Zimbabwe)

Scope

Under the overall supervision of the Program Coordinator, the Regional Facilitator will be specifically responsible for facilitating GCP support to the cluster of DSL IP target countries in Southern Africa (the Miombo/Mopane REM). This regional requires a specific Regional Facilitator given the regionally-specific nature of many of the issues, stakeholders and opportunities of relevance to

sustainable management of drylands.

Key functions:

- Coordinate implementation of the DSL Miombo/Mopane Regional Exchange Mechanism (REM);
- Advise and engage with national ministries and departments and other relevant organizations involved in Program implementation on sustainable land management, sustainable forest management, sustainable rangeland management, and agroecology;
- In line with the SADC's strategy on Land Degradation Neutrality (LDN) and Sub regional Action Programme to combat desertification (SRAP), identify common management and out-scaling issues and challenges in sustainable dryland production landscapes and restoration, primarily in cluster countries as well as other SADC countries where possible;
- Provide technical backstopping and coordinate substantive technical support from other FAO Departments, Divisions and Units/offices of FAO to country program implementation as needed (LTOs, including regional and HQ technical staff);
- Participate in country missions as needed and ensure timely delivery of technical assistance to field activities where required;
- Direct and oversee knowledge management activities of the program in the SADC region, in particular content for technical working papers, communication materials, policy briefs, web pages and articles, information materials, workshops and seminars, and other outreach events as required; Ensure alignment in results-based management, communications, and knowledge management across cluster countries;
- Facilitate and support cluster countries in developing private sector engagement models around key products (e.g., sustainable charcoal and other wood related products, non-timber forest products, phyto products and wildlife and range related products) including value chain development and market generation strategies;
- Develop and maintain close working relationships with key partners involved in co-implementation of the Program, particularly among government institutions, regional inter-governmental agencies, civil society, private sector, along with international agencies involved in the Program;
- Perform duties as Secretary to the Subregional Program Task Force (miombo and mopane cluster), and report regularly on progress to the DSL Global Program Task Force;
- Facilitate engagement of other SADC countries not directly participating in the DSL Program through training, joint field activities, lessons learned, outreach, knowledge management and sharing, etc., in order to identify and realize opportunities for scaling out and for the mutual exchange of knowledge;

8) **Community Seed Banks (CSB) and Seed Systems Expert (excluding Zimbabwe)**

Rationale
The international expert on CSB will support countries in addressing one of the identified key root causes of land degradation in the Miombo and Mopane ecosystem; low agricultural productivity and the increasing pressure on the remaining forest resources (e.g. by shifting cultivation). This root cause will be addressed by establishing a network (national and regional) of community seed banks (including tree seeds) in support of sustainable agricultural intensification (and sustainable food systems) through crop and tree diversification. The concept of CBS is new to most of the countries as well as the development of a supportive regulatory framework.

The international consultant will therefore build the stakeholders' capacities in the establishment, and sustainable management of community seed banks (including tree seeds) and the development of conducive regulatory framework conditions following guidance from the FAO and the International Treaty on Plant Genetic Resources for Food and Agriculture (ITPGRFA). The expert will further act as liaison between the DSL IP cluster countries to ensure effective networking and knowledge sharing.

Moreover, the consultant will ensure that risk mitigation actions triggered for Plant Genetic Resources for Food and Agriculture (ESS 3) are implemented according to the projects' Environment and Social Management Plans, updated and monitored on a regular basis.

Core Tasks

Under the overall supervision of the respective FAO country Representative, the technical guidance from the LTO and in close consultation with the REM and GCP, the international CBS expert will work closely with the respective government lead agency, relevant PMU staff and the other international experts to undertake the following main capacity building tasks:

- Provide tailored support for the establishment of a country specific CSB framework and implement the corresponding capacity development programme (following FAO's and ITPGRFA CSB guidance);
- Build stakeholders' capacity in the development of small-scale seed enterprises (in close coordination with the international FFS and FFF experts);
- Provide support in reviewing relevant policy documents and advise government counterparts on adjustments (based on lessons learned);
- Ensure that risk mitigation actions triggered for Plant Genetic Resources for Food and Agriculture (ESS 3) are implemented according to the projects' Environment and Social Management Plans, updated and monitored on a regular basis;
- Support the country in national and regional networking by:
- connecting CSB to the country's national genebanks:
- establishing links to existing PGRFA regional networks (e.g. SADC's Plant Genetic Resources Centre (SPGRC): and
- creating a CSB platform to facilitate cross-border farmer-to-farmer seed and knowledge exchanges (through the REM).

9) **Farmer Field School/Agro-ecology Expert**

Rationale

The International FFS expert will support countries in addressing the barriers linked to inadequate extension systems and access to knowledge. The extension systems in most of the countries have a low coverage and still operate in silos (agriculture, forest, rangeland) hence preventing more integrated approaches that can address the complexity of land degradation more effectively. Therefore, farmers and forest users do not have access to: a) systemic information on what the key/major challenges are regarding land degradation; b) have limited access to appropriate SLM and SFM approaches which need to tested to ensure social acceptability; and c) have limited access to post-production/marketing knowledge. At the same time the adoption of new technologies involves a change of current practices (farmer level) that in most cases are linked to existing cultural values (food crops) and traditions (agricultural practices). Farmer-led extension approaches, such as the Farmer Field Schools will be used by the countries to overcome some these barriers, by building on local knowledge, empowering farmers and herders and integrating farm and forest related practices. The FFS approach goes beyond a normal training as new practices are tested by the farmers attending the FFS (ownership) in a risk free environment. In this sense try-ability, observability and eventually acceptance lead to successful adoption.

Core Tasks

Under the overall supervision of the respective FAO country Representative, the technical guidance from the LTO and in close consultation with the REM and GCP, the international FFS expert will work closely with the respective government lead agency, relevant PMU staff and the other international experts to undertake the following main capacity building tasks:

- Provide technical advice on participatory approaches and non-formal education methodology (as per FAO international best practice standards to the international and national Master Trainers and FFS specialist of the PMU);
- Depending on country's interest, advise on the formulation and operationalization of the National Strategy for harmonization of FFS, including support to a national FFS platform/community of practice, awareness raising, and capacity development of national stakeholders and development partners;
- In close collaboration with the international LDN expert, provide pedagogical material on community-based learning, support the preparation of technical and methodological guidance documents and training material to be used during Farmer Field School implementation and training with particular focus on LDN assessment results, merging SFM and SFM interventions and climate proofing thereof;
- Collect and promote sharing of lessons learned and documentation of project experiences through the REM, Regional and Global FFS Platforms, including policy briefs and case studies of successful impact of FFS.
- Facilitate co-creation and sharing of knowledge to guide system diversification supporting agroecological transition initiatives to sustainable agriculture and food systems; • Facilitate co-creation and sharing of knowledge to guide system diversification that enhances resilience (e.g. to climate variability, pest and diseases, market fluctuation) and resource use efficiency in agriculture (e.g. water, nutrients, soil);
- Facilitate multi-stakeholder decision-making processes that tailor agroecological options to contexts while facing climate challenges and food and nutrition insecurity;
- Conduct integrated multidimensional dimensional performance assessment approaches of agricultural systems (i.e. TAPE);
- Build capacity on agroecological approaches supporting transitions towards sustainable agriculture and food systems (including e-learning Agroecology, Farmer Field Schools).

10) **International Land Degradation Neutrality Expert**

Rationale
The Integrated Landscape Degradation Neutrality Expert will support countries in addressing barriers related to capacity gaps in the application of integrated landscape assessment tools/approaches and monitoring efforts in close alignment with the UNCCD-CF.

In particular, the expert will build the government's capacity (LDN working group) in applying the Integrated Landscape Assessment Methodology (ILAM) toolbox which was developed to ensure that the six Southern African countries follow a harmonized, systematic approach to baseline assessments and subsequent project development. The approach is closely linked to the LDN Conceptual Framework (LDN CF) and associated guidelines for application. The aims of the ILAM toolbox are twofold: i) to enable the systematic assessment of essential baseline information from national to regional/district level, initial site level and household level using an integrated strategic approach; and ii) to provide countries with a toolbox that is replicable to support the future baseline assessment and integrated land use planning,

SLM/SFM decision making and monitoring at sub-national level in contribution to national priorities, processes and targets, including LDN. The expert will further support countries in the participatory development of LDN centered integrated land use plans by building upon evidence good practices.

Core Tasks
Under the overall supervision of the respective FAO country Representative, the technical guidance from the LTO and in close consultation with the REM, GCP and UNCCD GM, the international LDN expert will work closely with the respective government lead agency and relevant PMU staff and the other international experts to undertake the following main capacity building tasks:

- Develop a capacity development approach for the tailored application of the ILAM and other relevant assessment tools and approaches in close alignment with the LDN-CF (with support of the UNCCD GM and facilitated by the REM);
- Provide advice for the establishment of integrated land use plans with special focus on LDN related aspects (e.g. LDN response hierarchy, counter balancing etc.);
- Ensure that risk mitigation actions triggered for Natural Resource Management (ESS 1) are implemented according to the projects' Environment and Social Management Plans, updated and monitored on a regular basis.
- Support countries in the identification of suitable SLM/SFM interventions in close consultation with the CBS, FFS and FFF experts and WOCAT;
- Support in the development of a LDN centred monitoring and reporting approach in support of SADCs LDN support to countries under the GGWI.

11) **International Forest Farm Facility/Dryland Forestry Expert**

Background

The Forest farm Facility[100], which operates in over 25 countries is a partnership between FAO, the International Institute for Environment and Development (IIED), the International Union for Conservation of Nature (IUCN) and AgriCord. The FFF provides support to forest and farm producer organizations, which are women and men, smallholder families, indigenous peoples and local communities, who have strong relationships with forests and farms in forested landscapes. The FFF seeks to strengthen and empower forest and farm producers' organizations as primary change agents for climate resilient landscapes and improved livelihoods.

Rationale

The Forest and Farm Facility expert will address identified barriers related to governance and market access by providing tailored capacity building support to government and the targeted forest farm producer organizations (FFPO).

The assistance will mainly focus on strengthening the government and FFPOs in developing sustainable and bankable business plans for the selected dryland commodity value chains (taking a basket of products approach) and in improving access to business incubation services. The expert will further link the FFPOs to the wider FFF network with corresponding knowledge exchange and support mechanism.

Core Tasks

Under the overall supervision of the respective FAO country Representative, the technical guidance from the LTO and in close consultation with the REM and GCP, the international FFF expert will work closely with the respective government lead agency and relevant PMU staff and the other international experts, in particular the FFS expert to undertake the following main capacity building tasks:

- Support the identification of opportunities and challenges for FFPOs to contribute to landscape enhancing measures including assessment of how to improve the organization, spread and functions of different FFPOs in the target landscapes; the policy environment shaping their commercial activities; the state of landscape businesses (inc. agricultural crops, fish products, timber, NTFPs, charcoal and wood energy); the current smallholder production systems (inc. diversity and resilience); the inclusiveness of FFPOs and any social and cultural services offered to vulnerable groups
- Support the identification of potential FFPO support partners including regional financial and business support service partners, research and technology providers, government services and other national experts to support project implementation;

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[100] http://www.fao.org/forest-farm-facility/about/en/

- Support the tailored assessments on the type of support needed for entrepreneurs/cooperatives to access prospective (regional and national) investors: proposal development capacity, building links between possible implementing institutions and potential donors and investors, tools for public-private partnerships, blended finance etc.;
- Collect and promote sharing of lessons learned and documentation of project experiences through the REM, Regional and Global FFF Platforms, including policy briefs and case studies of successful impact of FFF.

REMs	IP countries	Core indicator targets			
		4.1	**4.3**	**6.1**	**11**
Miombo Mopane	Angola		119,766	143,526	1,960
	Botswana		104,640	139,028	3,508
	Malawi	18,648	56,551	155,279	29,400
	Mozambique	75,036	576		6,860
	Namibia		119,766	283,722	1,960
	Tanzania		146,180	287,531	11,760
	Zimbabwe		196,898	274,140	2,940
	Total increment	**93,684**	**744,378**	**1,283,226**	**58,388**
	CP totals	633,000	3,876,968	5,886,359	297,900
	REM increment	**14.8%**	**19.2%**	**21.8%**	**19.6%**
W Africa	**Burkina Faso increment**	**10,545**	**21,360**	**205,813**	**14,700**
	CP total	285,000	445,000	3,776,377	300,000
	REM increment	**4%**	**5%**	**5%**	**5%**
E Africa	**Kenya increment**	**3,700**	**4,800**	**81,750**	**9,800**
	CP total	100,000	100,000	1,500,000	200,000
	REM increment	**3.7%**	**4.8%**	**5.5%**	**4.9%**
Central Asia REM	Mongolia		270,735	438,846	1,237
	Kazakhstan	4,100	39,168	105,267	1,519
	Total increment	**4,100**	**309,903**	**544,113**	**2,756**
	CP totals	110,815	6,456,317	9,983,720	56,241
	REM increment	**3.7%**	**4.8%**	**5.5%**	**4.9%**
Overall GCP increment		**112,029**	**1,080,441**	**2,114,902**	**85,644**
Overall CP totals		1,128,815	10,878,285	21,146,456	854,141
Overall % increment		**9.9%**	**9.9%**	**10.0%**	**10.0%**

[101] The "REM increments" for each sub-cluster (i.e. the additional core indicator impact resulting from the catalysis of scaling out due to the REM) are estimated to be approximately 10% overall for each of the highlighted core indicators: This effect is expected to vary among sub-clusters in proportion to the magnitude of the budget of the REMs relative to the total child project investments in each sub-cluster, given the assumed "multiplier effect" that the REMs are expected to achieve by virtue of their roles in facilitating linkages (including knowledge flow) between the child projects and other projects and programmes through which scaling out is expected to occur. It is also expected that the magnitude of scaling out in each sub-cluster will be dependent on the magnitude of other projects and programmes (including neighbouring countries), that the REM is expected to influence and that may serve as channels for scaling: it is not, however, possible to estimate the magnitude of these investments at this stage, so the estimates of GCP/REM increments by sub-cluster will be adaptively adjusted during project implementation as this information becomes available.

Annex N: **Miombo/Mopane Regional Exchange Mechanism (REM) Strategy**

Background

The overall objective of the GEF-7 Dryland Sustainable Landscapes Impact Program[102] is to "maintain the ecological integrity of entire biomes by concentrating efforts, focus, and investments, as well as ensuring strong regional cross-border coordination", in order to transform the course of development and produce multiple benefits for biodiversity, climate change, land degradation and livelihoods. Furthermore, the SFM IP "will support multi-country collaboration on management challenges that <u>cross borders</u> and <u>that countries identify as priorities during the design process</u>".

Under the SFM IP, the Dryland Sustainable Landscapes Impact Program (DSL IP) focuses on applying the UNCCD's Land Degradation Neutrality (LDN) approach and a suite of tools to avoid, reduce and reverse land degradation, desertification and deforestation in drylands by advancing sustainable land (SLM) and forest management (SFM) using a landscape approach. FAO was selected to lead the DSL IP, due in part to its extensive knowledge and expertise in addressing land degradation challenges in dryland agro-ecological production systems. Through its integrated landscape management approach, the DSL IP will also include rangelands, livestock production systems and agro-ecological food production systems. Ultimately, the DSL IP will support participating countries to achieve their ambitions on LDN.

Key GEF Impact Program objectives addressed by REM:

• SFM IP:
     o Maintain ecological integrity of entire biomes
     o Concentrate efforts, focus and investments in support of sustainable value chains
     o Multi-country cross-border collaboration on priority management challenges identified during design phase
 • DSL IP:
     o Apply UNCCD LDN tool to address land degradation through SFM and SLM

The DSL IP will work in 11 countries in total: 8 in central, eastern and southern Africa (Angola, Botswana, Kenya, Malawi, Mozambique, Namibia, Tanzania and Zimbabwe), one in west Africa (Burkina Faso) and two in central Asia (Kazakhstan and Mongolia). The DSL IP Global Coordination Project (GCP) will coordinate and support the implementation of country-specific child projects across these 11 countries and lead the process of engagement with countries not directly participating in the IP.

Following the GCP Inception Workshop (held in Rome, January 2020), an evaluation and e-survey was conducted amongst workshop participants involved in the 11 DSL IP child project development, with 49 responses received. Based on questions related to the need for regional 'platforms' in their particular geographical area under the IP, the following emerged:

- 76% of respondents (n = 49) believed that regional platforms are needed to help meet the needs and/or to assist in country coordination or technical inputs
- 87% of respondents (n = 38) indicated that such regional platforms should be co-hosted within an existing institution having a similar mandate.
- Both country projects and the GCP should make financial contributions to the regional platforms.

Based on the geographic distribution of the 11 DSL IP countries, three regional platforms (Regional Exchange Mechanisms/REMs) are envisaged under the GCP for Central Asia, Sahel/East Africa, and the Miombo/Mopane ecoregion in Southern Africa. Under the GCP, these REMs will facilitate collaboration and exchange both within and between regions as needed.

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102 GEF, 2018. GEF-7 Replenishment Programming Directions, GEF/R.7/19.

Miombo/Mopane ecoregion

A key target ecoregion of the DSL IP is the Miombo and Mopane woodlands that occur in 12 dryland countries[103] in central, eastern and southern Africa (Figure 1), all of which have set national LDN targets. Seven of these countries are included in the DSL IP, with an eighth country (Zambia) implementing two complementary GEF-7 projects (Table 1). FAO is the implementing agency for seven of these nine child projects.

Figure 1. Distribution of Miombo and Mopane woodlands in Central, Eastern and Southern African countries (Source: UNEP/WCMC)
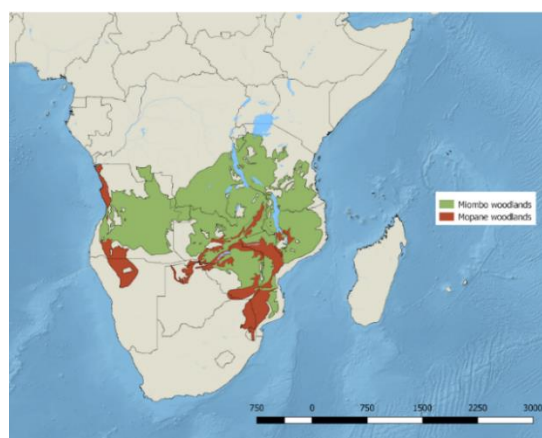
Table 1. Miombo and Mopane woodland countries with GEF-7 projects.

Nr	Country	GEF Program/Fund	GEF Implementing Agency
1	Angola	DSL IP	FAO
2	Botswana	DSL IP	FAO
3	Malawi	DSL IP	FAO
4	Mozambique	DSL IP	World Bank
5	Namibia	DSL IP	FAO
6	Tanzania	DSL IP	FAO
7	Zambia	LDCF[104]	FAO
		GEF Grant	UN Environment
8	Zimbabwe	DSL IP	FAO

Based on the results of the GCP inception meeting in Rome and individual PPG processes, it is clear that Miombo/Mopane countries face very similar land degradation issues, barriers to implementing SLM and SFM and applying the LDN approach, and associated management challenges. The common barriers identified across the six countries supported by FAO[105] can be categorized as follows:

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[103] Angola, Botswana, Burundi, Democratic Republic of Congo, Eswatini, Malawi, Mozambique, Namibia, South Africa, Tanzania, Zambia, Zimbabwe

[104] Least Developed Country Fund

[105] Angola, Botswana, Malawi, Namibia, Tanzania, Zimbabwe

1. Weak or absent enabling mechanisms to apply the LDN approach comprehensively at national and landscape levels to address land degradation through SLM and SFM.
2. Inadequate frameworks and capacity for integrated, cross-sectoral land and resource planning, management, and governance.
3. Insufficient knowledge and experience within governmental institutions, extension services and amongst land users/communities to apply sustainable production practices (SLM/SFM).
4. Limited incentives to adopt sustainable management practices, access to markets, green value-chains, and business opportunities.
5. Absence of harmonized approaches to assess and monitor the effect of improved practices of SLM and SFM on selected indicators and progress towards LDN.
6. Insufficient or uncoordinated knowledge management and sharing of approaches, solutions and lessons learnt at landscape, national and regional levels.

These barriers per se may not be region-specific, which opens the opportunity for collaboration and exchange with other REMs in the IP. Drawing from the common barriers noted above, the regional Miombo/Mopane specificity lies in the land degradation and management challenges related to specific land use systems, such as:

- *Forests/woodlands*: Overexploitation for charcoal, wood fuel, timber and non-timber forest products; agricultural expansion into forests/woodlands; uncontrolled fires
- *Grasslands/rangelands*: Overgrazing by livestock or wildlife; wildfires or unsustainable/excessive use of fire.
- *Croplands*: Slash-and-burn; shifting cultivation; poor soil and water management; low adoption of sustainable agricultural practices (i.e. no or limited application/use of residue retention and mulching, nitrogen-fixing legumes, crop rotation, intercropping, fertilizers/manure, agroforestry, reduced tillage, etc.).

These shared land degradation and associated management challenges, along with the high density of child projects in one ecoregion, provide a unique opportunity to find common solutions through regionally harmonized approaches, knowledge and experience/lesson sharing, and taking full advantage of economies of scale in the delivery of technical assistance.

Success in addressing these management challenges in the Miombo/Mopane ecoregion will depend to a significant degree on the timely deployment of specialized technical support, implementation of evidence-based good practices, knowledge sharing, and support for communities of practice (both nationally and regionally). Conditions to enable this to happen are currently weak at national level due to the following barriers: 1) limited collaboration and cooperation among countries leading to duplication and missed opportunities for synergies; 2) limited access to technical, methodological, financial and other capacity development support available in the region; 3) limited capacities/mechanisms for knowledge management at regional level; 4) limited mechanisms for scaling out good practices; and 5) limited mechanisms and capacities for monitoring and evaluation with regional perspective. Participating countries will benefit greatly from outside support to address these barriers.

The Miombo/Mopane Regional Exchange Mechanism (REM) will be established to implement the regional dimensions of the DSL IP child projects, ensuring coherence in regional coordination, knowledge exchange and support for synergies among countries involved. In order to help achieve the regional outreach and scaling out that are key elements of the GEF-7 IP approach, five non-DSL IP countries[106] in the ecoregion will be continuously invited to participate (through co-financing and zero cost to DSL IP) in the process of developing solutions and approaches and sharing lessons learnt.

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[106] Burundi, Democratic Republic of Congo, Kingdom of Eswatini, South Africa, Zambia

REM objectives and outcomes

The REM will focus on enhancing the regional dimensions of the DSL IP child projects under the GCP to ensure multi-country collaboration and synergies, capacity development, technical support, knowledge exchange, outreach and scaling out. Accordingly, the REM's objective and outcomes are aligned with the logical framework of the GCP as presented in Annex 1.

Objective: To increase the magnitude, durability and scope of impacts of GEF-7 investments in sustainable drylands management in Miombo/Mopane countries.

To achieve this objective, the REM will work to strengthen and streamline the development of regionally relevant mechanisms or approaches and flows of information, knowledge and experience to and among countries in the region and globally (with the other two REMs and through the GCP). Furthermore, the REM will increase the availability of technical support (preferably sourced from within the region) and ensure that demand for services is met through the best and most cost-effective means available. A harmonized approach for delivering comprehensive and targeted technical assistance at country level in the DSL IP, with the support of the REM, is expected to dramatically improve outcomes for capacity development and knowledge sharing in the participating countries. Concomitantly, it is expected to ensure a more harmonized and comprehensive approach at regional (and global) level and support effective knowledge sharing among countries, which will again improve outcomes at national level.

Outcomes 1, 3, 4 and 5 as set out below mainly relate to Component 3 of the child projects by focusing on inter-country relations (both among IP countries and between IP and non-IP countries) and operationalizing synergies. Outcome 2 will support child projects across all their (three) Components.

Outcome 1: Increased collaboration and coordination among Miombo/Mopane child projects resulting in new or strengthened synergies, enhanced impacts and efficiencies, and avoidance of duplication.

Under this outcome, the focus will be on facilitating the identification and strengthening of synergies among child projects to avoid duplication of country efforts. Once adequately staffed and set up with systems, data and web presence, the REM will ensure that a programmatic approach is implemented across all projects, working directly with country teams.

 Outputs/Activities under this outcome will include:

- Facilitating engagement between countries to identify common challenges where collaboration might yield benefits.
- Assisting countries in identifying, developing and applying solutions to common management challenges/barriers.
- Supporting/ensuring linkages to regional value chain opportunities (analyzing and overviewing cross border forest and agricultural trade initiatives, supporting regional business development).

Outcome 2: Improved availability and delivery of demand-driven technical, methodological, financial and other capacity development support to child projects, leading to greater impact at country level.

Under this outcome, countries will be supported across all aspects of project implementation and components. This will primarily be provided under the umbrella of a regional capacity development program which will be developed based on countries' core and common capacity development needs. This effort will provide a regional template for targeted, demand-driven capacity development to avoid unnecessary duplication of efforts by countries, taking care to provide the necessary flexibility for application by each country to meet country-specific needs. Individual countries will be able to source core or common elements of capacity development through the REM using a training of trainers (ToT) type of approach and adopt or expand the capacity development template at national level for individual country needs. Through the ToT approach, priority will be given to drawing experts from DSL IP countries or other countries in the Miombo/Mopane region where possible and appropriate to train and continue to support national experts.

Ideally, capacity development material would be based on a modular structure to provide maximum flexibility for its delivery and further development as needs arise. Each module would be accompanied by guidelines/resource manuals for subsequent incorporation into a handbook. Such resources should also be readily available on-line. Through the RCDP, the REM would collate any training materials developed by child projects and compile them into a handbook which would be available across the region.

Outputs/Activities under this outcome will include:

- Assisting countries in identifying capacity development needs.
- Developing and implementing a targeted, demand-driven regional capacity development program based on identified country needs.
- Channeling technical support resources to target projects/countries based on identified country needs (including applying a training of trainers approach; providing targeted, demand-driven training; sourcing national or Miombo/Mopane regional experts where possible/appropriate; sourcing external experts where required).
- Common capacity development topics may include, for example, integrated approaches to land use planning and landscape management, applying the LDN framework at landscape level, implementation of specific good SLM and SFM practices, green value chains, and more.
- Supporting countries to carry out harmonized LDN assessment and monitoring in accordance with harmonized global best practice, tailored to national needs, which would include:
- Supporting the alignment of project implementation and impacts with the LDN Conceptual Framework and the neutrality mechanism at landscape level, enabling countries to demonstrate progress towards LD neutrality within managed landscapes107.
- Refining the Integrated Landscape Assessment Methodology (ILAM) toolbox.
- Facilitating tailored improvements in relevant national processes in support of UNCCD processes and reporting requirements.
- Supporting the development of national LDN Decision Support Systems (DSS) and testing the DRIP tool to assess and monitor the prevention of land degradation and manage drylands sustainably towards achieving LDN targets and support the UN DECADE monitoring platform (building on the results of an FAO-led project in GEF 6.108)
- Channeling financial support options to target projects/countries (including mapping suggested pathways to ensuring access to finance beyond and outside DSL IP for long term sustainability).
- Channeling value chain support options to target projects/countries. Sustainability must be the core criterion when developing the activities under this topic, which should include:
- Creating ideal conditions for the sustainability of drylands forest and agricultural value chains
- Analyzing and overviewing cross border forest and agricultural trade initiatives
- Supporting landscape level certification or branding
- Supporting regional business development promoting increased livelihood opportunities
- Providing timeous exit strategy advice to ensure long-term impact of projects.

Outcome 3: The program and its child projects contribute to knowledge access and knowledge exchange on DSL options.

The REM will establish a platform for exchanging and providing effective access to knowledge products developed at country and regional level in a harmonious fashion.

Outputs/Activities under this outcome will include:

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107 Over the long term, it is envisaged that achieving multiple LD neutral landscapes will be the best way to achieve national LDN targets. Furthermore, achieving LDN at the landscape level may then be linked to incentives and the leveraging of finance for improved land management through, for example, LDN certification.
108 Project: "Decision Support for Scaling up and Mainstreaming Sustainable Land Management (DS-SLM)". http://www.fao.org/3/CA2855EN/ca2855en.pdf

- Facilitating knowledge management (KM) in support of capacity development and awareness raising by gathering and collating the different knowledge products created through the projects under the IP in the region. The REM will engage relevant regional and global entities to support key results in a harmonious fashion.
- Facilitating the sharing of successful capacity development results and experiences among countries (including through participatory rural advisory services).
- Facilitating the capturing and sharing of lessons by countries (e.g. on emerging evidence-based policy development in Miombo/Mopane countries).
- Facilitating the collection and collation of information on promising/successful/good practices and other innovative approaches (e.g. Green TD, Green Charcoal, participatory videos etc.) for sharing among countries, including:
- Supporting countries to capture lessons learned (i.e. documentation of successful/good practices through WOCAT, the COFO WG on Dryland, or other communities of practice related to DSL) for out scaling in and beyond IP countries.

Outcome 4: Impacts scaled out in and beyond IP countries in the Miombo/Mopane region.

Outputs/Activities under this outcome will include:

- Promoting integrated landscape management through the supranational bodies that are involved in regional 'policy setting' and in tandem to it, including related programs, projects and other initiatives regarding DSL in the region.
- Driving engagement with key stakeholders working across the target region (in IP and non-IP countries) by connecting these actors and promoting discussion and sharing of best practices related to DSL and from other drylands initiatives in the region. These connections will be achieved through the organization of conferences and networking events, peer-to-peer learning, virtual capacity building platforms and in coordination with COFO WG on dryland.

Outcome 5: Regional level M&E allows adaptive response to regional impacts and trends.

The REM will complement and support child projects by supporting program-level M&E at regional level. This will have three purposes: i) to contribute to the monitoring by GEF of projects' overall impacts at regional level; ii) to monitor the additional benefits generated from the programmatic approach, compared to the business-as-usual model/scenario of stand-alone projects, and thereby to guide overall adaptive management of IP investments in the region; iii) to monitor the effectiveness of any transboundary/regional collaboration initiatives that may be supported under the IP in the region[109], and thereby to support their adaptive management. The task of the REM in these regards will therefore consist both of compiling and managing the results of child-project specific M&E systems and applying "supra-national" indicators that are beyond the scope of individual child projects[110].

The REM will thereby constitute the regional level of the programmatic M&E and adaptive management system of the IP, serving to channel relevant M&E results from country and regional levels to the GCP, for aggregation, review and reporting at global IP level; and to channel programmatic guidance based on this global M&E overview back to regional and country levels, to guide adaptive management.

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[109] The regional dialogue processes to be supported through the REM will, through the provision of information and facilitation support, serve to explore further during IP implementation countries' needs and interests in relation to possible transboundary/regional collaboration.

[110] Subject to the results of the regional processes of analysis and dialogue to be supported through the REM, the "supra-national" issues potentially to be addressed by such indicators may include, for example, regional (not country-specific) value chain opportunities; cumulative impacts on the overall regional-level conservation status of biodiversity values (species or ecosystems); and/or impacts on ecosystem service flows operating at regional level (for example across international drainage basins).

Based on the kinds of issues identified in the child projects in the region (which will be subject to further discussion and validation during program implementation), the M&E at regional level, supported by the REM, may therefore include indicators related to the following variables:

- The effectiveness of regional collaboration, coordination and harmonization
- The effectiveness of any transboundary harmonization of land-use planning processes, and of the regional effects of national land-use planning processes
- The effectiveness of any transboundary management units or regimes
- The level of development of regional green value chains (including NTFPs), and private sector engagement
- The existence and effectiveness of enabling environments for market systems
- The applicability of VGGT at country and transboundary level
- The regional effects of dryland rehabilitation and restoration initiatives
- Levels of access to remote sensing data and assessments which may be applied for measurement of country-specific indicators
- Levels of access to regional and global knowledge by child projects

In addition, the REM will report on program-wide contributions of child projects to standardized project-level indicators, specifically GEF-7 core indicators and LDN indicators.

The REM will also provide centralized technical advisory support to child projects on the formulation and application of their project-specific M&E plans. This will apply both to standardized program-wide indicators (GEF-7 core indicators and LDN indicators) and to project-specific indicators. In the case of the program-wide indicators, the REM will ensure that they are defined and measured consistently to enable them to be summed up at regional and program level. This is especially important given that several GEF-7 core indicators are open to different interpretations, such as "areas under improved management" or "numbers of beneficiaries". In the case of project-specific indicators, REM support will be available to child projects to help ensure that they are "SMART" (Specific, Measurable, Achievable, Relevant and Time-bound) and baseline data can be collected.

Outputs/Activities under this outcome will include:

- Providing centralized technical advisory support to child projects on the formulation and application of their project-specific M&E plans.
- Compiling and collating the results of child-project specific M&E systems and gathering data for indicators that are beyond the scope of individual child projects.
- Reporting on contributions of child projects to standardized program-level indicators, specifically GEF-7 core indicators and LDN indicators.

REM sustainability

The initial focus of activities will be on ensuring the sustainability of the outcomes achieved under this Mechanism and the IP and, subsequently, exploring options for the long-term sustainability of the Mechanism itself. The main aim of the REM is to support the seven DSL IP countries in the Miombo/Mopane region for the duration of the DSL IP projects (5 years). During this period, the aim is to develop harmonized approaches and tools to successfully implement the Child projects and achieve maximum regional support and sharing of solutions and lessons learnt within the DSL IP and with non-DSL IP countries.

The need and potential for long-term sustainability of the Mechanism (or an evolved version of it) may be evaluated as part of its implementation, starting with an initial assessment during the mid-term project evaluation – within the GCP, as well as where relevant in the individual child projects. This would include assessing whether the REM should remain focused on the Miombo/Mopane ecoregion within the main areas of technical support identified in the barriers analysis, or be expanded to include more countries in

the region and technical areas (or refinement of these) with a focus on, for example, regional support to operationalize the mechanism for neutrality in pursuit of LDN at landscape level.

REM management, functions and delivery mechanism

Institutional arrangements
Effective delivery of the REM will be ensured through a Regional Management Team (RMT) consisting of a Regional Coordinator and Partnerships/Stakeholder Engagement Specialist, an administrative support person and a Knowledge Management and Communications Specialist for the duration of the DSL IP project cycle. These resource persons will be hired on a full-time basis for the duration of the project cycle.

To ensure the effective establishment and functioning of the REM, as well as the active participation of DSL IP and non-DSL IP countries, including a representative of COFO WG on Dryland, the main tasks of the RMT will be to engage with various REM partners, stakeholders and technical experts as described in the following sections. The Regional Management Team will also be tasked with developing a transition strategy to ensure that the key functions and benefits of the REM will continue and that countries in the region will continue to benefit from these once the DSL Program has concluded.

While specific operational arrangements have not been finalized, it is likely that this team will be hosted initially by an FAO country office to be identified within the Miombo/Mopane region. From an operational perspective, management of the REM and the provision of targeted technical assistance would require the following institutional criteria to be fulfilled:

1. Ability or willingness to provide co-finance
2. Availability of infrastructure (office space) to host Regional Management Team (4 persons) in the region
3. Working in or with all DSL IP and non-DSL IP countries and in cooperation with FAO South – South program
4. Alignment of organization's mission with the objective of DSL IP
5. Government representativeness in governance mechanism
6. Receptivity to the perspectives of non-government implementation partners and incorporating these into governance mechanism
7. Ability to recruit and manage a roster of technical experts
8. Web presence (e.g. project Facebook group, DGroups) to provide online platform to collate and share knowledge products
9. IT infrastructure to facilitate the arrangement of workshops with associated travel, accommodation and allocation of per diem allowances
10. Direct involvement in DSL IP

A preliminary analysis of 17 potential agencies/organizations that could host the REM based on these criteria is provided in Annex 2.

REM engagement with DSL IP countries
The REM will be responsible for ensuring regular communication and follow-up with national Project Management Units (PMUs) in relation to the services to be provided by the REM and identifying and addressing common country needs.

REM engagement with non-DSL IP countries
The REM will engage with non-DSL IP countries using the national UNCCD Focal Points and national GEF Operational Focal Points (OFPs) as key entry points, along with the national FAO representation or those of other Agencies. Initial contact will be made to explain the purpose and mode of operation of the REM and invite countries to actively participate in its activities.

Non-DSL IP countries will be invited to participate in regional workshops, training, and other relevant events that may be organized by nominating relevant representatives. The cost of participation by non-DSL IP countries will solely be covered through co-financing by these countries and at no cost to the REM or

its child projects. As an alternative incentive to encourage non-DSL IP country participation, such countries may be invited to host regional events as a means of saving travel costs not previously budgeted.

REM relation to other relevant institutions and networks
The REM will be responsible for driving communication and facilitating country engagement with existing global and regional platforms, initiatives and networks in support of achieving the REM's objective. An exhaustive assessment of relevant regional platforms, initiatives and networks will be conducted during the first stages of implementation.

Channeling technical support services to target countries
As elaborated under Outcome 2, a major role of the REM will be to develop a regional capacity development program and channel targeted, demand-driven capacity development and technical support to child projects. For this purpose, the REM will harness a pool of technical expertise to be provided to the six child projects with FAO as implementing agency through a regional Technical Expert Network (TEN) including the COFO WG on dryland experts in Miombo ecoregion. The establishment of the TEN was motivated by an analysis undertaken during the country PPG processes which identified similar needs for technical support among countries in the Miombo/Mopane region required to ensure successful project implementation. While concomitant levels of analysis are less well advanced in the other regions addressed by the DSL Impact Program, it is expected that similar conclusions may result. Through the TEN, FAO will execute demand-driven recruitment and delivery of technical expertise to child projects based on each country's technical requirements. Technical expertise will include, for example, experts in LDN, agroforestry, conservation agriculture, seed banks, value chains, forest restoration, and more.

Annex N.1. Summary of REM objective, outcomes and outputs/activities in relation to the GCP logical framework.

IP objective (as per PFD)	GCP			Miombo/Mopane REM		
	Objective	Components	Outcomes	Objective	Outcomes	Outputs/activities
To avoid, reduce, and reverse further degradation, desertification, and deforestation of land and ecosystems in drylands through the sustainable management of production landscapes	To maximize the effectiveness, efficiency and sustainability of GEF-7 investments in sustainable drylands management	1. Programmatic prioritization and coordination	1.1 Child project investments are chronologically sequenced, targeted and coordinated to maximise effectiveness, realise the potential for synergies, and address transboundary issues	To increase the magnitude, durability and scope of impacts of GEF-7 investments in sustainable drylands management in Miombo/ Mopane countries	1. Increased collaboration and coordination among Miombo/Mopane child projects resulting in new or strengthened synergies, enhanced impacts and efficiencies, and avoidance of duplication.	- Facilitating engagement between countries to identify common challenges where collaboration might yield benefits. - Assisting countries in identifying, developing and applying solutions to common management challenges/barriers. - Supporting/ensuring linkages to regional value chain opportunities (analyzing and overviewing cross border forest and agricultural trade initiatives, supporting regional business development).
		2. System-wide capacity development, knowledge management, stakeholder engagement and outreach	2.1 Child projects are at the forefront of global best practice to maximize delivery of enduring, replicable results at scale to avoid, reduce and reverse land degradation		2. Improved availability and delivery of demand-driven technical, methodological, financial and other capacity development support to child projects, leading to greater impact at country level.	- Facilitating engagement between countries to identify common challenges where collaboration might yield benefits. - Assisting countries in identifying, developing and applying solutions to common management challenges/barriers. - Supporting/ensuring linkages to regional value chain opportunities (analyzing and overviewing cross border forest and agricultural trade initiatives, supporting regional business development). - Supporting countries to carry out harmonized LDN assessment and monitoring in accordance with harmonized global best practice, tailored to national needs.

IP objective (as per PFD)	GCP			Miombo/Mopane REM		
	Objective	Components	Outcomes	Objective	Outcomes	Outputs/activities
						- Channeling financial support options to target projects/countries (including mapping suggested pathways to ensuring access to finance beyond and outside DSL IP for long term sustainability). - Channeling value chain support options to target projects/countries. - Providing timeous exit strategy advice to ensure long-term impact of projects.
			2.2 The program and its child projects contribute to local, regional and global stores of knowledge		3. The program and its child projects contribute to knowledge access and knowledge exchange on DSL options.	- Facilitating knowledge management (KM) in support of capacity development and awareness raising by gathering and collating the different knowledge products (including the participatory videos) created through the projects under the IP in the region. - Facilitating the sharing of successful capacity development results and experiences among countries (including through participatory rural advisory services). - Facilitating the capturing and sharing of lessons by countries (e.g. on emerging evidence-based policy development in Miombo/Mopane countries). - Facilitating the collection and collation of information on promising/successful/good practices and other innovative approaches (e.g. Green TD, communities' participatory videos, Green Charcoal, etc.) for sharing among countries.
			2.3 Public and private stakeholders at national, regional and global levels are effectively engaged and informed regarding the project and the models of sustainable dryland management, stimulating active participation and scaling up		4. Impacts scaled out in and beyond IP countries in the Miombo/Mopane region.	- Promoting integrated landscape management through the supranational bodies that are involved in regional 'policy setting' and in tandem to it, including related programs, projects and other initiatives regarding DSL in the region. - Driving engagement with key stakeholders working across the target region (in IP and non-IP countries) by connecting these actors and

IP objective (as per PFD)	GCP			Miombo/Mopane REM		
	Objective	Components	Outcomes	Objective	Outcomes	Outputs/activities
						promoting discussion and sharing of best practices related to DSL and from other drylands initiatives in the region. ●
		3. Programme-wide monitoring and adaptive management	3.1 The program and its child projects are subject to adaptive management, responding effectively to lessons learned and evolving conditions in order to maintain relevance and ensure sustainability		5. Regional level M&E allows adaptive response to regional impacts and trends.	- Providing centralized technical advisory support to child projects on the formulation and application of their project-specific M&E plans. - Compiling and collating the results of child-project specific M&E systems and gathering data for indicators that are beyond the scope of individual child projects. - Reporting on contributions of child projects to standardized program-level indicators, specifically GEF-7 core indicators and LDN indicators.

ANNEX O: Global Coordination project Dryland IP approach in East Africa

Introduction and rationale
The GEF-7 Sustainable Forest Management Impact Program on Dryland Sustainable Landscapes (DSL IP) is led by FAO and comprises 1 global coordination project (GCP) and 11 child projects in the following countries: Angola, Botswana, Burkina Faso, Kazakhstan, Kenya, Malawi, Mongolia, Mozambique, Namibia, Tanzania, Zimbabwe. The programme will build on existing regional or global networks and platforms to support progress towards Land Degradation Neutrality in Central Asia, East Africa, West Africa and the SADC region. The GCP objective is *to maximize the effectiveness, efficiency and sustainability of GEF-7 investments in sustainable drylands management to achieve Land Degradation Neutrality*.

IUCN will support the GCP's implementation and delivery through the development and implementation of a regional approach **in East Africa** in order to promote sustainable drylands management and restoration through **building commitments and investments in dryland restoration, and scaling up of best practices of drylands restoration at the national and regional level.** To achieve this, IUCN will collaborate with the **East African Community (EAC)**. Attention will be given to Land Degradation Neutrality, and landscape restoration under the Bonn Challenge made by some countries at the regional level and will strengthen the construction of a regional dryland restoration initiative.

Drylands of East Africa are generally characterised by aridity because of low rainfall, low availability of surface water, high evapo-transpiration rates. However there is a great potential for development of drylands that leads to the generation of multiple benefits from dryland restoration for dryland populations, including biodiversity conservation, livestock production, climate change regulation, disaster risk reduction and poverty reduction.

Drylands communities of East Africa have become resilient to the dryland conditions and, using their indigenous knowledge, have developed innovative traditional livestock management practices.
However land degradation have altered the potential of dryland areas to produce ecosystem services over the years, and there is a need for better understanding and knowledge of dryland challenges and opportunities to better adapt dryland management programmes and build commitment for dryland restoration.

Regional bodies that address dryland development and management in East Africa include: the East African Community (EAC), the Intergovernmental Authority on Development (IGAD) and the African Union (AU). These bodies develop policy frameworks for dryland management to be adopted by national governments. Policies include the East African Protocol on Environment and Natural Resource Management, the IGAD Livestock Policy Initiative, the AU Policy Framework for Pastoralism in Africa, the AU Framework and Guidelines on Land Policy in Africa and the African Convention on Conservation of Nature and Natural Resources. Therefore these regional policies strongly promote drylands development, pastoralism and conservation. In addition they were developed through consultative processes.

However these policies are still not or weakly implemented, for diverse reasons including the lack of a clear work plan for implementation and the associated financial resources.

The proposed approach in East Africa will build on past and existing initiatives in East Africa on natural resources management, in particular dryland management, knowledge management, and regional policy dialogue on dryland restoration.

Some of these initiatives include:

- *The Conserving Natural Capital and Enhancing Collaborative Management of Transboundary Resources (CONNECT)* project launched in October 2019. This IUCN/USAID project will support a regional policy leadership and learning platform for conservation and management of transboundary natural resources in East Africa. The project is expected to provide support to the EAC to address the challenges and strengthen regional dialogue on transboundary natural resources management.

- The project "Natural Resource Management and Biodiversity Conservation in the Drylands of Eastern and Africa" supported by the Association for the Strengthening of Agricultural Research in Eastern and Central Africa (ASARECA) provided data on the mutual benefits of pastoralism and biodiversity conservation
- The PRAGA project developed a methodology to assess and monitor rangeland and grassland health and tested it in 5 countries including Kenya. This methodology is an opportunities to be scaled up at the landscape level, national level and transboundary level as the project will look at the best ways to mainstream the methodology into existing monitoring systems and policies.
- The IGAD Drought Disaster Resilience and Sustainability Initiative (IDDRSI) was launched by the Heads of States and Government of countries in the Horn of Africa to address recurrent droughts and other environmental concerns.

Several projects have been implemented at the national level, including:

- Building resilience to drought in the Karamoja region;
- the Mountain EBA at Mount Elgon that looked at improving ecosystem management in areas that depend on rain fed subsistence crop production,
- the Resilience for People and Landscapes Programme (REPLAP), a three year innovative programme aimed at building the resilience of communities and ecosystems to the impacts of climate change in Kenya and Uganda, and
- the ''Twende'' (Towards Ending Drought Emergencies) project, which is just starting and will look at climate change adaptation in Kenya's Arid and Semi-Arid Rangelands.

Other initiatives under preparation include:

- A prospective engagement between IUCN and IGAD to support IGAD's strategic programme of work that will cut across issues of climate change, biodiversity, water resources management
- The Restoration Challenge Grant Platform for Smallholders and Communities, with Blockchain-Enabled Crowdfunding (Kenya and Cameroon)
- The design of the 5-year Enhancing Adaptive Capacity and Climate Resilience of Vulnerable Smallholder Farming Communities and Agro-pastoral Systems in Semi-Arid Areas of Tanzania Mainland and Zanzibar.

All these projects generated/will generate relevant results that need to be scaled up.

The current GEF7 Kenya Child project *Strengthening forest management for improved biodiversity conservation and climate resilience in the Southern Rangelands of Kenya* is an additional opportunity for scaling up. This project will also contribute to the present regional approach in the East Africa.

The regional approach in the East Africa will build on lessons and address gaps from previous initiatives. Knowledge gaps are the common gaps in dryland management. The misunderstanding of the values and opportunities of dryland areas have led to insufficient investment. In the EAC region there is a need to build and strengthen commitments and investments in dryland restoration and promote scaling up.

Major lessons learned from previous initiatives include:

- There is need to recognise the value of drylands and improve national accounting for dryland ecosystem services to inform national planning processes
- There is a potential to improve livelihoods and ecosystems services in the drylands areas of East Africa by understanding and synergising biodiversity/ecosystem services conservation, pastoralism, and other dryland management related sectors
- Increased investment in dryland restoration will enhance the multiple benefits generated from the management of land uses, including rangeland areas, and improve mainstreaming of dryland restoration in sectoral policies

Gaps to be addressed include:
- The lack of an institutional frameworks to better coordinate land-based interventions between the sectors and enable the mutual benefits of dryland restoration

- The lack of complementarities or synergies in the different sectors that relate to dryland management. Our approach in East Africa will help improve synergies and coordination of actions.
- A weak policy dialogue that involve the different sectors related to dryland management: improved knowledge through capacity building and information can help strengthen policy dialogue that will support advocacy, mainstreaming, and increased investments in restoration initiatives

With no efficient mechanisms in place to address the above gaps, these have led to increased land degradation, loss of biodiversity, and insufficient funding towards dryland restoration.

Objective and outcomes of IUCN's approach in East Africa
IUCN's approach for knowledge exchange in East Africa will enhance knowledge sharing among the 6 countries of the EAC, and build commitment at the regional and national level. The project will work with selected target countries within the East Africa region but will have impact at the regional level and will stimulate dialogue for future investment and opportunities and contribute to develop and strengthen a Regional dryland restoration Initiative.

Overall objective: Build and strengthen commitments and collaboration to scale up dryland restoration and sustainable dryland management in East Africa.

Outcomes:

Outcome 1. Increased coordinated actions and consensus between sectors on restoration priorities for sustainable dryland management

IUCN and its partners will generate and share knowledge and information on progress and innovative solutions regarding dryland management and restoration in East Africa. The regional approach in East Africa will help coordinate the production of information and knowledge to and between countries of the EAC, and will support effectiveness of Child project implementation.

Outputs:

- A mechanism for knowledge sharing across countries of the EAC is established building upon existing platform and structures (including the GEF IAP Fodd Security KM platform).

- Accurate and relevant knowledge on dryland management mobilised
    o Conduct assessments and studies that highlight the need for coordinated actions across sectors: Review of land degradation and restoration gaps and opportunities in selected countries of the EAC; The role of some conservation areas in protecting landscape (OECM) with specific examples from the EAC ; Formulate policy recommendations on dryland restoration that integrate the multisector aspect of dryland management
    o Knowledge exchange: disseminate the generated information and other best practices of dryland management through appropriate channels ; Support the Kenya child project in organising workshops on dryland restoration
- Target initiatives on restoration in the region receive grant: identify target countries; stakeholders consultations, and project design.

Outcome 2. Build Government commitment to dryland restoration

IUCN will support the establishment and operationalisation of the Eastern Africa Policy Committee, which will be established under the Kenya Child project. The objective of the Eastern Africa Policy Committee will be to review and inform policy processes related to sustainable land management and dryland restoration. The committee, when operationalised will help build commitments and foster and enhance and regional dialogue on dryland restoration.

IUCN will work with the relevant regional bodies in East Africa and the Kenya Child project to build dialogue and action on restoration, hence improve management practices. Regional dialogue can help raise awareness of the

importance of dryland restoration and can showcase significant progress. The dialogue will build on established good practices and tools and lessons from the IP Kenya and previous initiatives to develop new ideas for funding and scale up dryland restoration, and effectively build Government commitments to restore dryland areas in the EAC region. Outcome 1 above will directly feed into outcome 2.

Outputs:

- Established co-ordination mechanism among public and private finance providers to promote sustainable dryland management
    o Donor round table with international/regional partners and the private sector
    o Conference on dryland investment for public, private and civil society partners
    o Support the definition of functions of the Eastern Africa Policy Committee, and the needs for capacity building
    o Support countries to strengthen institutional and policy arrangement for dryland restoration

- Lessons learned and good practices for mobilising private and public finance for sustainable dryland management identified and disseminated
    o Publish and support mainstreaming of policy recommendations on dryland restoration with the support of the Eastern Africa Policy Committee
    o Support countries to participate and contribute to regional initiatives (AFR100) through ministerial dialogue
    o Build commitments from countries to address dryland restoration

Annex P: Global Coordination project Dryland IP approach in West Africa

Introduction and rationale

The GEF-7 Sustainable Forest Management Impact Program on Dryland Sustainable Landscapes (DSL IP) is led by FAO and comprises 1 global coordination project (GCP) and 11 child projects in the following countries: Angola, Botswana, Burkina Faso, Kazakhstan, Kenya, Malawi, Mongolia, Mozambique, Namibia, Tanzania, Zimbabwe. The programme will build on existing regional or global networks and platforms to support progress towards Land Degradation Neutrality in Central Asia, East Africa, West Africa and the SADC region. The GCP objective is *to maximize the effectiveness, efficiency and sustainability of GEF-7 investments in sustainable drylands management to achieve Land Degradation Neutrality*.

IUCN will support the GCP's implementation and delivery through the development and implementation of a regional approach **in West Africa – especially the Sahel region** - in order to promote sustainable drylands management and restoration through **strengthened commitments and investments in dryland restoration, and scaling up of best practices of drylands restoration at the national and regional level.** To achieve this, IUCN will collaborate with the Great Green Wall for Sahara and the Sahel Initiative and with partners in Burkina Faso. Attention will be given to Land Degradation Neutrality, and landscape restoration under the Bonn Challenge made by some countries at the regional level and will strengthen the construction of a regional dryland restoration.

According to United Nations Convention to Combat Desertification (UNCCD, 2019), the Sahel region in West Africa has undergone profound changes over the past 50 years. Known for the prevalence of land degradation processes, the Sahel is suffering from the combined negative effects of population growth, human activities and climate variability, resulting in recurrent droughts and the continued decline of natural resources and land productivity. While agriculture, livestock and forestry provide income and employment for more than 80% of the population, overexploitation of natural resources and unsustainable water and agro- and silvo-pastoral land management practices threaten rural livelihoods and economic development. This has direct and persistent impacts on food, water and energy security as well as amplifying social inequalities, conflicts over access to land and resources, and forced migration. While the situation in the region seems critical, solutions exist to reverse these trends.

Land Degradation Neutrality is an innovative approach, which can act as a real lever to replicate and scale up successful experiences of SLM and restoration practices within existing national and/or regional initiatives as well as new transformative projects and programmes. West African countries have set realistic and achievable targets for LDN by 2030, which require strong support to:

- The widespread tradition of rehabilitation of degraded lands;
- The ambitions for a productive Sahel
- The need for innovative financing
- The scaling up of SLM good practices.

The proposed approach in West Africa Sahel will build on previous initiatives in West Africa that have supported the implementation of the GGWSSI, including through building and consolidating regional dialogue, developing a knowledge management hub for the countries of the GGW, and developing community of best practices for sustainable land management in the GGW countries and beyond.

Examples of previous and ongoing initiatives include:

- Closing the Gaps in Great Green Wall: Linking Sectors and Stakeholders for Increased Synergy and scaling-up which supports the GGW in improving intersectoral coordination, and engagement of marginalized groups
- Building Resilience through Innovation Communication and Knowledge Services **(BRICKS), a regional** knowledge and monitoring hub for 12[111] World Bank financed country operations and related partner-supported

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[111] Benin, Burkina Faso, Chad, Ethiopia, Ghana, Mali, Mauritania, Niger, Nigeria, Senegal, Soudan, Togo

activities that contribute to the Great Green Wall Initiative objectives under the Sahel and West Africa Program (SAWAP).
- The PRAGA project developed a methodology to assess and monitor rangeland and grassland health and tested it in 5 countries including Burkina Faso. This methodology is an opportunities to be scaled up at the landscape level, national level and transboundary level as the project will look at the best ways to mainstream the methodology into existing monitoring systems and policies.
- Creating lands of opportunities: transforming livelihoods through landscape restoration in the Sahel, a project that targets three countries, namely Burkina Faso, Ghana and Niger, and aims at making a significant and sustainable contribution towards landscape restoration in the Sahel while creating income-generating activities for local communities in the three countries.

Several projects have also been implemented at the national level, with relevant results that need to be scaled up. The current GEF7 Burkina Child project *Sustainable management of dryland landscapes in Burkina Faso* is an additional opportunity for scaling up. This project will also contribute to the present regional approach in the West Africa Sahel region.

The regional approach in the West Africa Sahel will build on lessons and address gaps from previous initiatives. Major lessons learned from these initiatives include:

- The coexistence of formal and traditional systems of land tenure which influences the tradition and uptake of degraded land rehabilitation and thus the effective implementation of the LDN in most Sahelian countries;
- The existence of wide range of technologies and practices for land rehabilitation that need to be implemented in an integrated manner to improve their effectiveness;
- The territorialisation of public policies resulting from decentralisation in most west Africa countries represents a new avenue to accelerating the implementation of the LDN.

Gaps to be addressed include:
- The lack of complementarities or synergies in GGW interventions between local, national and transnational levels. This approach will help improve coordination of actions.
- Weak multi-sectoral policy dialogue: appropriate and target training and information sessions can help strengthen policy dialogue that will support advocacy, mainstreaming, and increased investments in restoration initiatives
- The lack of coordination of land-based interventions between the sectors concerned by dryland management: better coordination will help promote integrated landscape management approach and nature-based solutions.

With no efficient mechanisms in place to address the above gaps, these have led, in many cases, to:

1. Conflicting land management approaches that have caused further land degradation and biodiversity loss and contributed to land-based conflict
2. Low investment in restoration and sustainable land management in the Sahel
3. Inefficient use of resources

IUCN's approach for knowledge exchange in West Africa will enhance knowledge sharing among countries of the GGW and beyond, and strengthen commitment at the regional and national level. The project will work with selected target countries within the West Africa Sahel region but will have impact at the regional level and will stimulate dialogue for future investment and opportunities and contribute to develop and strengthen a Regional dryland restoration Initiative. The approach will also help address the gaps mentioned above.

Objective and outcomes of IUCN's approach in West Africa Sahel

Overall objective: Strengthen implementation of commitments and collaboration to scale up dryland restoration and sustainable dryland management in Sahel West Africa.

Outcomes:

Outcome 1. Increased coordinated actions and consensus between sectors on restoration priorities for sustainable dryland management

Weak multi-sectoral policy dialogue and the lack of coordination of land-based interventions across sectors have been major barriers to addressing land degradation issues within and among Sahelian countries. For this dialogues and coordination to take place, there is need to develop understanding of the broader thinking about LDN and the many benefits that can be generated from managing different land uses, as well as a knowledge sharing culture among stakeholders of land-based interventions within the different sectors at both the individual and institutional levels. Participants in DSL IP are therefore expected to implement knowledge sharing mechanism, including dialogues, based on increased and up-to-date understanding of dryland management approaches and practices and appropriate knowledge sharing channels. This implies that relevant and accurate knowledge is available on various aspects of the sustainable dryland management at local, national and transnational levels and are audience-focused and made accessible to various land-based interventions stakeholders in all participating countries.

Outputs:

- A mechanism for knowledge sharing across the GGW countries is established building upon existing structures (e.g. GGWI).
- Accurate and relevant knowledge on dryland management mobilised
  - Conduct assessments and studies that highlight the need for coordinated actions across sectors: Review of land degradation and restoration gaps and opportunities in selected countries of the GGW; The role of some conservation areas in protecting landscape (OECM) with specific examples from the GGW ; Formulate policy recommendations on dryland restoration that integrate the multisector aspect of dryland management
  - Knowledge exchange: disseminate the generated information and other best practices of dryland management through appropriate channels ; Support the Burkina child project in organising workshops on dryland restoration
- Private sector is informed and committed for dryland restoration
  - Intersectoral Regional dialogue with public and private sector actors on investment guidelines and dryland investment opportunities in the GGW countries
  - Innovations on financial services and value chains

Outcome 2. Increased Government commitment to mobilise and dedicate funds for dryland restoration

The lack of complementarities or synergies in GGW interventions between local, national and transnational levels raises the issue of insufficient financial resources to tackle land degradation and undertake sustainable dryland management and restoration at large scale. In this context, fund mobilisation at national and international level become a constraint for most countries, as this increases the competition among stakeholders and slow down the upscaling processes. Furthermore, with this competition, it is impossible to trace out the resources mobilisation for sustainable land management from other destination of the resources. This outcome aims at increasing country capacity to mobilise funds from private and public sectors and at both the national and international levels. Countries will have developed capacity on the best practices of mobilising funds from private and public sectors for scaling up dryland sustainable management and restoration.

IUCN will work with the Secretariat of the Great Green Wall Initiative of the Sahara and the Sahel to strengthen dialogue and action on restoration, hence improve management practices. Regional dialogue can help raise awareness of the importance of dryland restoration and can showcase significant progress. The dialogue will build on established

good practices and tools and lessons from the IP Burkina and previous initiatives to develop new ideas for funding and scale up dryland restoration. Outcome 1 above will directly feed into outcome 2.

<u>Outputs:</u>

- Established co-ordination mechanism among public and private finance providers for sustainable dryland management
    - o Donor round table with international/regional partners and the private sector
    - o Conference on dryland investment for public, private and civil society partners
    - o Develop institutional and policy arrangement for blending investments on sustainable dryland management
- Lessons learned and good practices for mobilising private and public finance for sustainable dryland management identified and disseminated
    - o Publish and support mainstreaming of innovative approaches to invest on sustainable dryland management and restoration with the support of the GGW
    - o Support countries to participate and promote financial contribution to regional initiatives (AFR100, GGW) through ministerial dialogue
    - o Financial commitments from countries to address dryland restoration

Annex Q: Global Coordination project Dryland IP approach in Central Asia

Introduction and rationale
The GEF-7 Sustainable Forest Management Impact Program on Dryland Sustainable Landscapes (DSL IP) is led by FAO and comprises 1 global coordination project (GCP) and 11 child projects in the following countries: Angola, Botswana, Burkina Faso, Kazakhstan, Kenya, Malawi, Mongolia, Mozambique, Namibia, Tanzania, Zimbabwe. The programme will build on existing regional or global networks and platforms to support progress towards Land Degradation Neutrality in Central Asia, East Africa, West Africa and the SADC region. The GCP objective is *to maximize the effectiveness, efficiency and sustainability of GEF-7 investments in sustainable drylands management to achieve Land Degradation Neutrality*.

IUCN will support the GCP's implementation and delivery through the development and implementation of a regional approach **in Central Asia** in order to promote sustainable drylands management and restoration through **building commitments and investments in dryland restoration, and scaling up of best practices of drylands restoration at the national and regional level.** To achieve this, IUCN will stimulate discussion and collaboration and disseminate knowledge and experience across public and private stakeholders of Central Asia. Attention will be given to Land Degradation Neutrality, and landscape restoration under the Bonn Challenge made by some countries at the regional level and will strengthen the construction of a regional dryland restoration initiative.

Central Asia is an arid region. Steppe and desert cover over 75 percent of the land area. It also has ranges of high mountains, i.e. the valley–sub mountain zone, the mid-mountain zone, and the high-mountain zone, which is suitable for farming. Most of the population depends on irrigated agriculture. Central Asia a region of low and unpredictable rainfall that varies from year-to-year. Water security in the region is threatened by drought events, which are exacerbated by climate change.

Rangelands of Central Asia is the largest contiguous area of grazed land in the world; it serves as an important source of livelihood for pastoral and agro-pastoral communities in this region. Rangelands are also important in carbon regulation as they absorb CO_2.

Dryland ecosystems as well as the rangelands they contain have been degraded over the decades due to unsustainable management practices; yet they constitute an important source of livelihoods and income for the rural communities, including farmers living in the region. Causes of rangelands degradation according to the Central Asian Countries Initiative for Land Management (CACILM) include: increase in livestock numbers, inappropriate flock structure, overgrazing and early grazing, breakdown of traditional land management protocols that regulate grazing, limitations on the herd mobility along the traditional corridors across national boundaries, insufficient introduction of rangelands rotation, and poor management of rangeland infrastructures.

The proposed approach in Central Asia will build on past and existing initiatives in the region on natural resources management, in particular dryland management, knowledge management, and regional policy dialogue on dryland restoration, and seek opportunities for scaling up. These initiatives include:

- The Central Asian Countries Initiative for Land Management (CACILM) is a partnership between Central Asian countries and the international donor community, focused on combating land degradation and improving living standards in the Kyrgyz Republic, Kazakhstan, Tajikistan, Turkmenistan, and Uzbekistan.
- Central Asia Nexus Dialogue, which contributes to the development of a portfolio of investment projects that will look at ensuring security of water, energy and food in Central Asia.
- The PRAGA project developed a methodology to assess and monitor rangeland and grassland health and tested it in 5 countries including Kyrgyzstan. This methodology is an opportunities to be scaled up at the landscape level, national level and transboundary level as the project will look at the best ways to mainstream the methodology into existing monitoring systems and policies.

Major lessons learned from previous initiatives include:

- Accurate and validated data contribute to the effective assessment and monitoring of dryland health in the region
- The need to focus on building mitigation and resilience instead of emergency response and recovery to drought

Gaps to be addressed include:
- The weak knowledge, information and information sharing about the values of dryland ecosystems for rural communities and other stakeholders
- The lack of strong policies and institutional environment framework to tackle the issue of land degradation and drought
- The lack of complementarities or synergies in the different sectors related to dryland management, and weak policy dialogue to dryland and rangeland management

The RESILAND (Resilient Landscape) umbrella program will help catalyse knowledge exchange, commitments and scaling up of dryland restoration good practices in Central Asia. The objective of the program is to avoid, reduce, and reverse further degradation, desertification, and deforestation of land and ecosystems in dryland areas, through the sustainable management and restoration of production landscapes, including forest and rangelands.

Objective and outcomes of IUCN's approach in Central Asia
IUCN's approach for knowledge exchange in Central Asia will enhance knowledge sharing, and build commitment at the regional and national level. The project will work with selected target countries within the region but will have impact at the regional level and will stimulate dialogue for future investment and opportunities and contribute to develop and strengthen a Regional dryland restoration Initiative. The proposed approach in Central Asia will also be the opportunity to create momentum for the International Year of Rangelands and Pastoralists (IYRP). In October 2020, with support from Governments and organisations, the Committee on Agriculture of the FAO endorsed the Mongolian Government's proposal to declare IYRP in 2026.

Overall objective: Build and strengthen commitments and collaboration to scale up dryland restoration and sustainable dryland management in Central Asia.

Outcomes:

Outcome 1. Increased coordinated actions and consensus between sectors on restoration priorities for sustainable dryland management

This outcome will generate and share knowledge and information on progress and innovative solutions regarding dryland management and restoration in Central Asia. The regional approach will help coordinate the production of information and knowledge to and between countries of the region, and will support effectiveness of Child projects' implementation.

Outputs:

- A mechanoisms for knowledge sharing across countries of the Central Asia region is established building upon existing structures and platforms
- Accurate and relevant knowledge on dryland management mobilised
    o Assessments and studies that highlight the need for coordinated actions across sectors include specific examples from the Central Asia region:
        ▪ The role of some conservation areas in protecting landscape (Other effective conservation measures - OECM)
        ▪ Based on CAREC (Central Asia Regional Economic Cooperation Program) meetings and other relevant events in Central Asia, formulate policy recommendations on dryland restoration that integrate the multisector aspect of dryland management
    o Knowledge exchange: disseminate the generated information and other best practices of dryland management through appropriate channels; share information and raise awareness to build momentum for the InternationalYear on Rangelands and Pastoralists.

- Target initiatives on restoration in the region receive grant: identify target countries; stakeholders consultations, and project design.

Outcome 2. Build Government commitment to dryland restoration

IUCN will stimulate dialogue within the relevant regional bodies in Central Asia, including the CAREC (Central Asia Regional Economic Cooperation Program), in order to increase action and investments on dryland restoration, hence improve management practices. Regional dialogue can help raise awareness of the importance of dryland restoration and can showcase significant progress. The dialogue will build on established good practices and tools and lessons from the GEF 7 IP projects in Kazakhstan and Mongolia, and previous initiatives to develop new ideas for funding and scale up dryland restoration, and effectively build Government commitments to restore dryland areas in Central Asia.

<u>Outputs:</u>

- Co-ordination mechanism among public and private finance providers to promote sustainable dryland management is strengthened
    - o Provide inputs and recommendations in any relevant conferences e.g: donor round table; Conference on dryland investment, CAREC council meetings events regarding the need for coordinated actions, the Regional Environmental Centre for Central Asia (CAREC)
    - o Support countries to strengthen institutional and policy arrangement for dryland restoration

- Lessons learned and good practices for mobilising private and public finance for sustainable dryland management identified and disseminated
    - o Support mainstreaming of policy recommendations on dryland restoration
    - o Support countries to participate and contribute to regional initiatives (ECCA30) through ministerial dialogue
    - o Build commitments from countries to address dryland restoration through dialogue and other relevant meetings

Annex R: Responses to Stakeholder Questionnaire

Regarding KNOWLEDGE MANAGEMENT & OUTREACH, please select the priority issues to be addressed by the Global Coordination Project (please only select up to 5 HIGH PRIORITY issues)-

Topic	Low priority	Medium priority	High priority	n
Facilitating engagement between countries to Identify of common challenges among dryland countries where collaboration might yield benefits	2	9	38	49
Establishment of mechanism for sharing knowledge among dryland countries at regional level	2	12	35	49
Strengthening of regional institutions to support coordination among dryland countries in the long term	5	18	26	49
Training in LDN tools, approaches and methodologies	2	20	27	49
Advising and sharing lessons on advancing evidence-based policy development in IP countries	2	20	27	49
Raising awareness of transboundary issues, and facilitation of coordination of actions among dryland countries to address them	6	22	21	49
M&E systems at regional level in collaboration with child projects	6	18	25	49
Sharing and learning from local and indigenous knowledge in different dryland countries	4	27	18	49
Performing regional ecosystem assessments (e.g. Miombo/Mopane, central Asian steppe)	11	21	17	49
Raising awareness on LDN issues at regional level	9	24	16	49
System-wide capacity assessment in dryland countries to identify main training needs	12	17	20	49

Additional issues of high priority proposed by respondents (not included in the questionnaire):

- Linking child countries with Global market/Private sector at global level
- Facilitating a coordinated private sector engagement on value chains identified by child projects
- Establishment of a Task team at National level and Regional level to oversee Transboudary issues like Transboundary fires
- Development of a robust Decision Support System (DSS) for tackling the challenges of managing multi-use drylands landscapes.
- Strengthen regional policies for sustainable use of the rangeland
- Standardize the methodology to define interventions according to land types / land potential in applying the LDN response hirerachy avoid > reduce > reverse
- Streamlined methodology to capture and systemise good practices

Comments:

- Sharing and learning from local and indigenous knowledge in different dryland countries should be given high priority by GCP
- High priorities are determined by what has been agreed upon in the PFD. Low/medium are more difficult to determine (for me) as they depend on child project's needs and requests.
- Ecosystems assessments should be done collaboratively across sectors to capture all ecosystems (including agro ecosystem which is usually not included in standard assessments)
- ON THE ABOVE: This is important and would require the use of big data, possibly resorting to AI (artificial inteligence and machine learning, as scales and diversity get complex). It is so because these landscapes

typically harbor at least 4 or 5 land cover classes and noting that issues need to be tackled at different scales and from different angles of land-use planning and decisions (e.g. farmer, community, local authorities, sub-national, national and ecosystem-wide). A DSS needs to be sufficiently robust to consider the contextual elements in different locations and at different scales. It will also need to considering the frameworks offered by LDN for landscape level management -- in particular strategies that seek to avoid and reduce land degradation, followed by the need to restore land in certain cases. The sheer combination of different situations indicate the level of complexity involved. Adequate DSS are yet to be concieved for the case of Drylands, but the barriers to it can and should be overcome with today's technologies. I would recommend FAO to embrace it.

- Advising and sharing lessons on advancing evidence-based policy development in IP countr: It will be most important to define LDN interventions based on strong policies including land use planning
- The global projects needs to establish a common methodology to capture and systematize good practices emerging from child projects to "lift these up" to regional and global level. Eash child project should therefore have a harmonised methodology to feed into and be supported by the global project. Results can be used for impact communication and resource mobilization to scale out and over.

Regarding STAKEHOLDER ENGAGEMENT, priorities for the Global Coordination Project should be (please only select up to 5 HIGH PRIORITY issues): [Engage with government actors to promote global/regional actions on LDN and sustainable management of drylands]

Topic	Low priority	Medium priority	High priority	n
Support to the development of long term strategies for durability/sustainability of interventions in dryland countries	5	15	29	49
Engage with government actors to promote global/regional actions on LDN and sustainable management of drylands	3	17	29	49
Contribution to efforts in dryland countries to promote stakeholder/community awareness of the benefits of sustainable dryland management	8	18	23	49
Strengthening of links between political and technical spheres at global, regional and national levels	3	23	23	49
Organization of regional conferences to stimulate political interest in sustainable management of drylands and define priorities for action	10	14	25	49
Creation of outreach materials (e.g. publications, videos) to promote the IP and the sustainable management of drylands	3	28	18	49
Analyses of regional and global opportunities and sharing of the results with dryland countries	7	19	23	49
Engage with governments to develop long term strategies for knowledge management at global, regional and national levels	8	22	19	49
Support to the design of long term strategies for stakeholder engagement in drylands countries	7	24	18	49
Monitoring/analysis of "leakages" (indirect consequences) from interventions (positive and negative)	8	28	13	49
Advisory support to the mapping of stakeholders to be targeted by alternative outreach strategies	13	28	8	49

Additional issues of high priority proposed by respondents (not included in the questionnaire):

- Private sector, NGOs and CSOs are important stakeholders for the IP and should have an emphasis
- Ensure that stakeholders engagement strengthen gender equality and women empowerment in particular

- Fostering stakeholder engagement during implementation of child projects
- Strengthen the involvement of land users and project implementers, even planner sand decision makers) in monitoring and assessment of impacts (on-/offsite) by and the use of this evidence for planners and decision makers (linking different stakeholders). (2) Put a specific focus on the involvement of the youth, the women and disadvantaged groups
- Support to indigenous people to strengthern their decision making with regards to landscape sustainable management
- Effective intersectoral coordination mechanisms between various Ministries (Environment, Agriculture, Livestock) and stakeholders. Approaches to managing diverging Stakeholder interests and power assymetries in negotiations over land use plans and conlicts over natural resources

Comments

- Some of the activities and their priority depend on needs/requests of child projects.
- There is sufficient knowledge generated. The issue is how to reach the right stakeholders. Often NGOs on the ground are the ones most in need of embracing the concepts of SLM, SFM and LDN, and of translating them into practices. The IP and its child projects should consider funds (grant-making mechanism) to involve NGOs and CBOs on the ground.
- Monitoring/analysis of "leakages" (indirect consequences) from interventions (positive and negative): this issue is critical to avoid any negative leakages due to LDN interventions in the project area
- Stakeholder engagement also needs to be continuously fostered throughout the implementation of the child projects. The global project can provide methodological guidance to streamline a common SE approach, including measuring progress.
- The interaction with governments is very important as a way reiterate the principle that long term sustainability of projects rely on national uptake. Stakeholder engagement from the global level brings a sense of larger engagement to countries and is an important addition to national or regional engagement with governments.
- In terms organization of regional conferences to stimulate political interest same should be extended to traditional leaders to stimulate local/community interests.
- Engage with governments' to me should happen through the child project, not the global coordination project. However, the GCP could provide advice on opportunities how to engage with government. FAO for sure has much experience in that. Also, success stories on engagement with government (on different aspects) could be shared across countries to enhance knowledge exchange and learning from each other.
- Community-level stakeholders (whether local/traditional authorities, farmers/pastoralists/forest users/farmer organizations, local MSMEs etc) are barely mentioned in the survey but are the key actors for Drylands regeneration projects. Sharing lessons and tools to engage them effectively and sustainably (including through Rural advisory services/extension and strengthening of farmer organizations) under this programme is critical. This is an area of expertise in and of itself, not something that will "happen on its own".
- Multi-stakeholders activities should be included as well advisory services engagement, which result in a direct impact at community level

Regarding CAPACITY DEVELOPMENT, priorities for the Global Coordination Project should be (please only select up to 3 HIGH PRIORITY issues): [Provision of training opportunities on sustainable dryland management and restoration]

Topic	Low priority	Medium priority	High priority	n
Identification of common training needs among dryland countries	5	13	31	49
Leverage of existing regional centers of excellence to support capacity development	3	14	32	49
Support to drylands countries in clarifying definitions of land degradation in different contexts	13	22	14	49
Provision of training opportunities on sustainable dryland management and restoration	4	20	25	49

Mobilization of research institutions as capacity development resources for dryland countries	5	24	20	49
Increasing government capacity for making data and information on management of dryland resources freely available	6	21	22	49
Provision of conceptual and strategic advice on transitioning from business as usual approaches into sustainable dryland management practices	7	23	19	49

Additional issues of high priority proposed by respondents (not included in the questionnaire):

- Make sure that the LDN approach is well understand and applied - Develop and deliver dedicated training (for trainers) to be done from global to local level. Possibly involve UNCCD/GM and GEF STAP in doing so.
- Strengthening organizational and institutional capacities including networks and multi-stakeholder platforms for sustainability
- Resources mobilisation
- Involving masters and Phd students in assessing and monitoring impacts and developing and testing tools. I do not know how much this is included in the question of: Mobilization of research institutions as capacity development resources for dryland countries
- Mobilization of community leaders/community youth as capacity development means for dryland countries
- Involvement of the future generation through MSc, PhD or contributing to curricula on sustainable dryland management/restoration.
- Lessons and tools on effective capacity development at community level (rural advisory services/extension, Farmer Field Schools/ Agro Pastoral Field Schools, support to farmer organizations etc...)
- Advisory services and FFS support

Comments

- Academic and research institutions as centers of excellence in LDN data collection and monitoring
- Training should be massive (brought to scale, by the thousands of beneficiaries) and multi-lingual. It should use e-learning and also be tailored and made accessible to people with different levels of schooling. Also, stating 'Leverage of existing regional centers of excellence to support capacity development' is easy. The reality is that there are only a hand-full of these across the region(s) -- Africa and Asia -- that would be suitable for driving the process.
- About training to be delivered liaise with WOCAT and other international partners to use / test LDN tools in development like Tools4LDN integrating Trends.Earth, WOCAT database and LandPKS for instance
- With training only, scale and sustainability will not be achieved. Particular attention needs to be given to strengthening regional institutions (already envisioned) and (proposed) strengthen existing or establishing new multi-actor platforms or processes. The GP can provide sound methodologies such as assessment / analysis to all child projects.
- The "Identification of common training needs among dryland countries" aspect can be merged somehow with the similar one in the first question (KNOWLEDGE MANAGEMENT & OUTREACH - System-wide capacity assessment in dryland countries to identify main training needs)
- Support to drylands countries in clarifying definitions of land degradation in different contexts; this is especially important for Namibia in clarifying bush encroachment as a land degradation issue from a point of view of range land as the type of preferred land use
- Curricula development support for training sessions which directly impact farmer communities

Regarding PRIVATE SECTOR ENGAGEMENT, priorities for the Global Coordination Project should be (please only select up to 5 HIGH PRIORITY issues): [Linkage of Impact Program Child Projects to private sector platforms]

Topic	Low priority	Medium priority	High priority	n
Sharing of information on regional and global market opportunities for dryland products	1	19	29	49
Identification of private sector partners well suited to amplify the DSL goals.	6	17	26	49
Sharing information on opportunities for private sector involvement in incentives for sustainable dryland management (e.g. Payment for Ecosystem Services, private carbon markets)	3	22	24	49
Linkage of Impact Program Child Projects to private sector platforms	4	23	22	49
Supporting policy guidelines and methodological approaches on payment/compensation for dryland ecosystem services and sustainable management	6	18	24	48
Advocating for policy changes to streamline and facilitate access to markets for dryland products/commodities	6	23	20	49
Facilitation of links with investors to help enhance value chains	3	28	18	49
Advocating with buyers of dryland products/commodities on the benefits of paying a price premium for the associated environmental and social benefits of dryland products	9	19	21	49
Mapping of DSL-compatible fund investments available, and identification of opportunities and barriers for accessing these	7	30	12	49
Assisting dryland countries in building their own investments around a basket of products for income generation	5	27	17	49
Advancing issues of sustainable dryland value chains into discussions in FAO Governing Bodies	9	27	13	49
Development of joint strategies to strengthen existing institutions at regional or national level that could help add value to dryland products, such as specific value chains	13	20	16	49
Enabling of countries to share information and align strategies in capacity development in relation to private sector investments (e.g. health and safety requirements for key commodities, formalization of informal markets, sharing certification costs and branding)	8	30	11	49
Assistance in business plan development	10	26	13	49

Additional issues of high priority proposed by respondents (not included in the questionnaire):

- Institutionalization of safeguards that can be adopted by private sector players for contributing towards LDN.
- Consider "smallholders" / farmers and other green entrepreneurs at local/national level as private sector stakehlders
- Medium-size enterprises & Risk Management
- Raising awareness among IP countries on a Green Miombo Products Partnership to achieve the interdependent goals of LDN and the long-term environmental and social sustainability of the supported Miombo green value chains.
- Supporting development of certification schemes at regional level (fair trade, sustainable, biodiversity friendly...)
- Supporting local and territorial markets in project areas

Comments

- Markets and private sector are very dynamic. Some of the proposals need to be made more specific. The involvement of private sector needs to consider both competition and collaboration as key drivers for business development.
- Supporting policy guidelines and methodological approaches on payment/compensation for dryland ecosystem services and sustainable management: better to use "counterbalancing" approach rather than "compensation" to be aligned with the LDN approach (counterbalancing losses by gains)
- Besides MNCs small-to medium size enterprises need to be empowered. Moreover, the global project needs to put stringent due diligence mechanisms in place to avoid "green washing" and possible exploitation by private sector of local communities. The GP can develop and streamline these methodologies.
- The questionnaire has many specific questions to private sector. I am still not very clear who is meant with private sector, some questions are basically related to improving markets, and marketing.
- "Mapping of DSL-compatible fund investments available, and identification of opportunities and barriers for accessing these" should be done at the country level rather than the regional level.

Regarding most appropriate programmatic governance mechanisms to promote COHERENCE & FLEXIBILITY, and to ensure that country projects have a strong voice in INFORMING THE STRATEGIC DIRECTIONS OF THE IMPACT PROGRAM, priorities for the Global Coordination Project should be (please only select up to 3 HIGH PRIORITY issues): [Support to mid-term reviews, revision of annual work plans, budgeting and terms of reference, etc.]

Topic	Low priority	Medium priority	High priority	n
Provision of harmonized knowledge products (toolbox) to ensure the efficient reporting and consolidation of information by child projects	2	11	36	49
Integration of land degradation neutrality indicators in monitoring and evaluation at national, regional and global levels	2	22	25	49
Promotion of south-south cooperation for dissemination of good/best practices	3	24	22	49
Oversight of coordination among countries and sharing of knowledge and experiences	5	19	25	49
Fostering visibility of the program in important international events (e.g. UNCCD COP)	7	20	22	49
Promotion of information-sharing and collaboration with other impact programs	7	21	21	49
Involvement of existing working groups on related issues to move the issues forward	8	31	10	49
Support to mid-term reviews, revision of annual work plans, budgeting and terms of reference, etc.	12	22	15	49
Ongoing oversight to the execution of project activities in participating countries	11	28	10	49

Additional issues of high priority proposed by respondents (not included in the questionnaire):

- Keeping the costs of coherence down, by better coordinating the design of child projects.
- Promotion of women role in SLM contributing to achieve LDN
- Methodological coherence & Strategic Communication

- Ensuring that countries are able to regularly update their priorities of support needs from the GCP and that these updates are reflected in GCP directions.
- Alignment with other 2 Conventions (UNFCCC and CBD) and related targets.

Comments

- The two items with "low priority" may be removed as they are not within the scope of the global coordination project, but instead within the scope of the national child projects.
- Establishment of a common Market for VC products(e.g European market) for Marula oils
- Provision of harmonized knowledge products (toolbox) to ensure the efficient reporting and consolidation of information by child projects: consider all documentation related to LDN developed by the UNCCD Science Policy Interface, including the scientific conceptual framework for LDN, the decisions trees to estimate SOC...
- "1. Methodological coherence: To ensure scale and sustainability, the GP needs to provide guidance and ensure quality for all methodologies concerning stakeholder engagement, knowledge generation /sharing and human / institutional capacity development, strategic communication is key. Hence, the GP should have a designated strategy for stakeholder engagement, knowledge generation / sharing and human / institutional capacity development. This is particularly important as all child projects have these elements incorporated.
- 2. Strategic communication: Once good practices are captured and systemised, these knowledge nuggets can also be distilled into convincing ""impact communication"" products. "
- SDGs are not mentioned at all. What about support to identify SDG interactions and trade-offs. Focus is now very much on 15.3 which is fine but others and particulary the interactions in between them should not be forgotten and maybe the GCP could have a role in placing those and analysing interactions and trade-offs. If a harmonized methodology is applied across all child projects that could provide interesting and novel insights on drylands management.

On the Regional component

Question	Yes	No	n
Bearing in mind your responses to the above questions, do you see the need/potential for a regional "platform" in your area under the Impact Program to help meet your needs and/or to assist in country coordination or technical inputs?	37	12	49

Question	Responses
Should be developed independently, and specifically with the needs of the country projects in mind?	5
Should be co-hosted within an existing institution with a similar mandate? If so, please identify the institution below	33

Institutions

- There may be several institutions for different areas of work (e.g. SADEC, CGIAR, Evergreen Alliance, WISP, Miombo Network, etc.
- IUCN and FAO
- KAZA for Southern
- SADC
- SADC
- I would suggest University Of Namibia, Faculty of Agrarian Sciences, which already developing a tool for DSS concerning Drylands and LDN. Hosting the platform in SADC may not be feasible because of the protocol required to reach decision on this. Besides, SADC is no longer accepting to host external partners's platforms.

- KAZA
- AU
- Could be linked to existing platform/hub like the one of the Resilient Food Systems (RFA) Programme
- I believe this platform could be virtual- ie. not a platform, but a group of people well placed within existing and relevant institutions in each country that can support this work. This should not be something added to someone's regular workload, but should come with funding for additional time of that person, or others in the institutions. This cost should be born by each country project, whereas the regional events where they all meet would be funded by the global coordination project. embedding these people in the institutions that will carry on the work of the DSL, and others will be key for sustainability.
- World Agroforestry Centre
- None
- SADC
- Can be co -hosted with regional body with similar type of initiatives..e.g. SADC for miombo/mopane
- National committee of Climate Change and Biodiversity
- to be identified
- UNCCD Knowledge Hub
- SADC
- OKAKOM
- SADC Secretariat
- GGW?
- Working group on dry land forests and agrosilvopastoral systems
- Not sure which regional institution could that be, SADC?
- SADC

Comments

- The regional platform can be hosted by the child countries (rotating) and be supported by Child project and GCP.
- Africa
- It should be independent but collaborate with other existing institutions, Again, it must have the authority to take decisions in collaboration with other institutions of course.
- The regional platform should be fully cross sectoral. Attaching it to an existing institution with an existing mandate is risky.

Question	Yes	No	Other	n
Should the global coordination project make a financial contribution to the regional platform(s)?	36	7	4	47

Other responses include:

- Global coordination needs to absorb cost of 'tailoring' or adding more functionalities to the current Knowledge Hub
- Don't need a regional platform
- Yes, but could be cost-shared with the child projects
- N.A.

Comments

- The regional platforms should function as regional arms of the GCP, with corresponding budget allocations.

- No need for a regional platform, the program has a small number of countries/projects, and a global coordination should suffice.
- To be sustainable, countries should have long term financial commitment towards the regional platform
- Here is logic: Regional platform will be providing link that role which Global coordination should have done, and it will work better where there are cluster of countries (with commonalities), e.g. in Miombo/mopane. So, it will be easier to launch those activities at regional platform level and build platform around regional body to ensure it continues beyond DSL IP. value for money and services will be easily seen b countries, and that could provide interest for them to join/add resources to strengthen the platform, but for economy of scale, a regional platform is a way to go at least where involving half of DSL countries, this can also cut resources which are always allocated for International CTAs for each country, instead, national CTA could be preferred model, but all supported by One Regional CTA(who will provide them with support needed) and this Regional CTA work together with its small team of M& E officer, Communication/Information expert, Operation expert and link directly to Global coordination program.
- Support with training and coordination tools
- The Okakom has structura dificulties that can be adressed with th eIP
- Financial contribution will enable the SADC Secretariat to provide regular support in terms of organizing meetings/workshops and providing guidance and coordination to contribute to meeting the regional objectives
- Develop a sustainable model so that initial financial contribution can help to boost the regional platforms, build up their mandate with the aim that these can continue activities on the subject matter after financial contribution ends as they would have gained a certain status in being 'the' institution/platform to offer such specific advice/capacity development/analysis etc.
- Finding funding for platform-related activities is difficult.

Question	Yes	No	n
Should the country projects make a financial contribution to the regional platform(s)?	34	13	47

Comments

- countries can co-finance the regional activities to increase ownership and sustainability
- Country project should contribute with at least $300K each, some a bit more, depending on their budgets and needs. Although the "regional plus component" could be linked to the GEF set-aside, and the funds for it should be concentrated in Component 3 of the projects, regional activities can also be found in other components. Hence, the actual amount should not necessarily correspond to the countries the set-aside allocations. Across the design of child projects for the Miombo Cluster, there are some 20+ outputs planned under Components 1 and 2 which have a regional character -- that those that are not in Component 3, which has been tagged as 'regional or cross-border' by excellence.
- Countries need to recognise that the regional platform will be of direct benefit to them and assign budget in reflection of this.
- Sharing costs (gobla + countries) would increase the motivation, enagagement and ownership of the platform and information shared
- To estimate the contribution amount by each country project
- Limited contribution by covering the expenditures of country project participation to platform events.
- this has to be promoted, particularly for areas which will require support across all countries e.g. training for business development on value chain, etc; and they(countries) need to get services/support closer to their biomes and regional basis, to be able to see need to make such contributions.
- Even if it were fair that the countriesto make a contributiuon of to the regional centre, this might not be feasible as the countries need the resozurces themselves.
- I think that if country projects pay for something they will tend to make use of the platform; if it is a free service chances are that they won't use it.

- A regional platform would require basic funding to function within a co-hosting institution like SADC. Country project financial contributions could be in 2 forms - the first as a fixed amount to be contributed to a regional platform, and a second by covering the logistic costs of national participation in regional events such as capacity development.
- The country project can contributes through financing of nationals travels to attend regional meetings/workshops
- This would ensure countries are engaged in how the platform is developed and in their contributions to it

Any additional comments:

- Let us get it started.
- Without a seriously resourced programatic coordination team / unit, the desired "1+1=3" programatic synergies will not emerge nor desired scale and sustainability achieved.
- Although not solely, the global hub has a paramount role to ensure the high-quality implementation and development of the projects, through effective coordination. This includes the establishment of a sound M&E system (global/regional levels), which is essential to verify activities are happening according to the plan and address any potential issues in a timely manner.
- Would be good host another event that brings the various country teams together to share and review progress (e.g. mid-term).
- To ensure avoiding value chain initiatives that are detrimental to environmental stability
- In each validation meeting of child projects, it will be good to start sensitizing countries in terms of making such financial contribution to regional platform.
- do not build new platforms of knowledge for practice, science or policy. Please build on the many existing ones. If UNCCD Knowledge Hub is not a choice, then other options like the UNEP Live, or regional platforms (e.g. Digital Earth Africa, ASEAN) or thematic networks (e.g. ASEAN) can help. or even WOCAT for those knowledge and practices related to SLM.
- Regional coordination is key and will facilitate opportunities for child project/countries to learn from each other, and can make an impact for improved value chains development and market access for dryland resources within the region.
- I am missing the topic of scaling up/pathways to scaling and a particular exchange between countries on successful scaling which to my understanding would be the aim of the DSL in order to guarantee durability of interventions. I see the scaling mainly approached through the PSE, however, there are other processes and approaches to be considered and where S-S collaboration could facilitate mutual learning and support.
- In addition to the scaling up there is also the scaling out and the scaling deep (see GEF STAP document) as highlighted by Graciela at the COP14 during the GEF day and in the DSL meeting. For the first, scaling out, FAO and other accredited agencies and partners have valuable experience to share. These experiences could be put in a guideline that can facilitate scaling out. For the scaling deep (how to facilitate behaviour change) research is needed to understand social norms and cultural values. As this is also prioritized by the GEF and you are mentioning research organizations above there could be an opportunity to investigate on the scaling deep aspects in a coordinated manner in all child projects and provide some novel insights on scaling deep for the drylands to other GEF programmes, the UNCCD and many other actors. This would be very innovative as it has not been done yet in any such projects. (Note that scaling deep/facilitating behaviour change is mainly researched in the realms of education and health whereas in our area very little research and data is available on the subject).
- More attention to be given to sharing good practices and tools for community level implementation including multisectoral and multistakeholders coordination at local level, conflict management, coordindation of interventions of various extension /technical services... This is what will lead to restoration impact.
- The global programme should reinforce the support to country activities which have a direct impact at community level, such as curricula development to support advisory services and FFS networks, regional workshop/training to harmonize tools and methodology on sustainable land management for farmer communities and so on.

Annex S: Concept Note for PhD accompanying the GEF/FAO Dryland Sustainable Landscapes

Title: Scaling deep for scaling up and out - understanding behavioural change for the adoption of sustainable land management towards sustainable landscapes

Introduction

The GEF/FAO Dryland Sustainable Landscapes (DSL) Impact Program will assist 11 countries located across Africa and Asia in fostering resilience of production systems in drylands, promoting restoration and rehabilitation, and improving livelihoods through a comprehensive landscape approach. The DSL IP is designed to deliver scalability beyond the boundaries of the 11 targeted countries, highlighting the importance of transboundary commitment towards dryland restoration, landscape management at scale, and biodiversity conservation.[112]

In order to reach a large systems change in drylands (and beyond), good practices have to be brought to scale. Three types of scaling strategies are involved: Scaling up, by impacting laws and policy, scaling out, through replication and dissemination and finally, scaling deep, impacting cultural roots and social behavior (Moore et al. 2015 – GEF STAP reference paper). All three are essential to achieve durability of interventions (GEF STAP 2019).

While in most of the 11 countries a clear idea and roadmap for scaling up and scaling out exists, a gap prevails in understanding how to foster SLM adoption by impacting a change in norms and values, leading to long-term behavior change. Also in science, specifically in the realm of natural resource management (NRM), a large part of research focuses on the scaling up and scaling out while a major research gap exists in understanding the factors facilitating/ influencing the scaling deep.

Therefore, accompanying the DSL IP with long-term research offers a unique opportunity to gain novel insights on the topic of scaling deep. Scientific evidence on why and when behavior change happens towards sustainable landscapes in the context of the different country interventions will help to inform the DSL IP and its child projects and enhance GEF interventions while contributing to new evidence in transformative science.

Accompanying scientific research means long-term collaboration between a GEF programme and science - a truly innovative approach which goes much beyond the usual punctual, short-term involvement of science or the use of specific scientific results. Embedding research in the DSL IP will provide the necessary proof to feed into a science-practice-policy dialogue and engagement for a transformation towards sustainable landscapes.

Proposal

Research will be carried out in selected DSL countries in Africa and Asia with different agro-ecological, socio-cultural and political/ policy environments. Besides from countries'/ target areas' diversity, the selection of countries will depend on: a) FAO Global Coordination Project's guidance; b) child project's interests in participating in the research and offering the necessary support and guidance to the researcher; c) available research funds. A set of different methods will be applied, including quantitative, qualitative and semi-experimental tools. Through the various methods applied, the research will identify why and how behavioral change among communities happens and whether SLM practices are adopted (or not). A specific focus of the research will be behavior change among women and youth.

In order to contribute strengthening research capacities in the Global South, CDE/WOCAT suggests that the research will be carried out by recruiting a PhD student from the Global South who will be jointly supervised by University of Bern/ CDE and a university in the Global South. Furthermore, to facilitate field research and reduce costs, the PhD student should be hosted by an institution located in one of the DSL countries. One example could be the Social Science and Impact Assessment Unit of the International Centre of Insects Physiology and Ecology (*icipe*), Nairobi, Kenya, given its long-term experience working with smallholder adoption of sustainable agriculture in Africa.

Research objectives

The overall objective of the research is to better understand what leads to behavior change, the scaling deep of good land management practices towards sustainable landscapes. The proposed PhD will look into community norms and social dynamics that favor or impede the adoption of SLM.

Culture will play a major role in shaping the experimental design as it determines individuals' sense of self through the motivations, emotions, perceptions, and behaviours it instils. Culture affects health, education, and other important life outcomes, and thus the success and failure of many policies depend on a new approach to community engagement that recognizes that people are encultured actors (Collier, 2017; Hoff and Stiglitz, 2016; World Bank, 2015).

The research will focus on the question what can trigger a community (either geographically defined or reference groups such as savings groups or farmer producer organizations) to convert 'en masse' to adopt SLM practices. It is known that people like to conform and behave like others around them. Can we exploit such conformity or spillover effect in order to scale up SLM? The research will address the following questions: Do farmers change practices, when seeing other farmers adopting SLM successfully? How do adoption diffusion patterns differ between men and women? Do older or younger people show more support of SLM? If variation exists, whose attitudes spread? Do the young influence the old, or vice versa? A key element of understanding the role of community is to understand the variation in attitudes toward SLM among men and women and between different age groups. Finally, the researcher will also address the role of social networks and of community-based organisations in the diffusion of SLM practises.

To enhance women's abilities and resources to fulfill their role in SLM, we will develop a sound empirical understanding of the challenges women face within the household when it comes to decision making regarding SLM. Further, the stereotypes men might hold towards the role of women related to household decision making will need to be investigated. Both is key to understand whether and when adoption happens (or not).

Research methods

The PhD student will use conventional and novel research methods with a unique mix of qualitative methods and state of the art experimental and implicit measures from sociology, behavioural economics, ethnography, and psychology. If possible, methods will involve computer-assisted and online data collection. These methods provide privacy to the participants, which is crucial to avoid social desirability biases (Chauchard, 2013), for example when studying gender stereotypes. In privacy, women feel more comfortable answering questions, than when being around their husband or other male family members. Similarly, young people are better positioned to share their true attitudes without a facilitator or a senior family member being present. Computerized data collection is extremely flexible from a practical perspective. It is applicable in homes, online just about anywhere, and in schools and other public buildings that are turned into temporary labs. Methods are easily adapted across settings and countries.

Possible research methods to be applied include:

Focus Group Discussions (FGDs): FGDs will be semi-structured and involve people from different socio-economic status, men and women from same and different households, as well as younger and older community members. Participants will be randomly chosen to ensure a representative sample.

Labs in the field: Lab-in-the-field studies mimic a traditional laboratory experiment, but happen in a field setting with the relevant population of interest as experimental subjects. Such studies require significantly smaller sample sizes than large-scale randomized evaluations, as they usually do not focus on impact measures, but rather on isolating the causal effects associated with specific decision-making mechanisms. Lab-in-the-field studies can unpack underlying mechanisms in agricultural decision making in ways that could be extended to very different societies and cultures facing similar challenges.

Incentivized vignette studies: A reliable way to measure social norms is to use incentivized vignette studies (Krupka & Weber, 2013). Participants respond under full privacy by interacting with a tablet or notebook equipped with headphones. They are presented with different short stories (vignettes) that vary systematically in terms of core narrative elements.

When exposed to a vignette, a participant first responds by sharing her own evaluation of what happens in it. Then, the participant has to guess how another, randomly selected participant evaluated the story in the vignette. This choice is incentivized: a correct guess is paid. This two-fold approach allows separating private attitudes from perceived social norms.

Experiences sampling – online data collection: The experience sampling method, also known as daily diary method, or ecological momentary assessment, is an intensive longitudinal research methodology that involves asking participants to report on their thoughts, feelings, behaviours, and/or environment on multiple occasions over time (Beal, 2015). Experiences sampling is useful to measure within-person changes in and across communities, as well as measuring the respective networks the stakeholders are related to when it comes to agricultural decision making.

Research methods applied will be jointly defined by the research supervisors, the PhD student and the child project and partners in the targeted areas.

Research costs

FAO's GCP has reserved a tentative amount of 95'000 USD for the PhD. This amount will be sufficient to cover the salary of the PhD student for 3 years (if the student is registered at a university in the Global South). Additional resources need to be allocated for field research (enumerators/ assistants, transport, accommodation, setting up of experiments or other methods etc.).