

Stimulating Community Initiatives in Sustainable Land Management (SCISLM)
"Setting Standards in SLM"

INCEPTION WORKSHOP PROCEEDINGS



**17 – 19 September 2009
The Gables Country Inn
Woodhouse Rd, Scottsville
Pietermaritzburg – South Africa**



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1: INTRODUCTION

The Inception Workshop reported here was held from 17–19 September 2009 to formally launch the “Stimulating Community Initiatives in Sustainable Land Management (SCI–SLM) Project following the approval by the GEF Secretariat and the signing of the project cooperation agreement (PCA) between UNEP and the University of KwaZulu–Natal. This meeting of the project partners also served as the initial Regional Steering Committee meeting. Annex 1 sets out the workshop programme.

The meeting was attended by country partners from Ghana, Morocco, South Africa and Uganda as well as CIS–VU. The Netherlands (the Technical Advisory Group; TAG) and UNEP–GEF Kenya (The Implementing Agency). The Project Coordination Unit from UKZN, South Africa (The Executing Agency) chaired and hosted the workshop. Annex 2 lists the workshop participants and their contact details.

The meeting was opened with a welcome by the SCI–SLM Project Coordinator, Dr Maxwell Mudhara (MM). MM noted that it was most appropriate that the funding was available at a time when global issues such as climate change, which were less critical when the project was first proposed, were now topical and made the project even more relevant as it would deal with these emerging topics as well as those that have always been important.

Participants wrote their expectations and fears on cards which were grouped (see Annex 3). One group represented processes, the second related to how the participating organisations could effectively work together; the last group was on expectations relating to timeliness of implementation.

Dr Mohammed Sessay (MS) of UNEP–GEF indicated that, through its role as Implementing Agency, his organization provides technical expertise on environmental issues that need to be engaged with in the global arena. In this regard, he noted that SCI–SLM is a GEF–funded project linked to the wider GEF agenda of sustainable land management (SLM), through the Land Degradation Focal Area. For SLM issues the key question is often whether any impact has been achieved. He mentioned that the project is also critical to TERRAFRICA and seeks to stimulate communities to manage their resources sustainably. He pointed out that there was significant expectation that the project would come up with a robust and field–tested methodology on how to stimulate communities in the area of SLM.

The opening remarks were followed by a presentation from two members of the Technical Assistance Group (TAG), Dr Will Critchley (WC) and Ms Sabina Di Prima, both from the Centre for International Cooperation (CIS) –VU University, The Netherlands. The TAG provides backstopping services to the project. Their presentation noted the types of farmer innovations that can exist; both technical and social innovations. The latter, an example of which can be institutional arrangements, are often overlooked. Innovations can be in various aspects, including SLM, livestock management, agronomy, organic pest control as well as in novel forms of social organisation.

2: THEORETICAL UNDERPINNING OF SCI-SLM

2.1 SCI-SLM Focus and Principles

Will Critchley introduced the presentation by giving definitions of land degradation.

- “Land degradation (LD) is a reduction in the capacity of the land to perform ecosystem functions and services that support society and development” (Millennium Ecosystem Assessment, 2005). It is the reduction in the ability of land to produce.
- “Degraded land is defined as land that, due to natural processes or human activity, is no longer able to properly sustain an economic function and/or the original ecological function” (WOCAT, 2007).

GLASOD mapping of land degradation found that 25% of the agricultural land in the world is severely degraded (Oldeman et al, 1990).

The Rio Conference (Earth Summit) in 1992 was criticised by developing countries for concentrating on climate change and biodiversity loss. For the world’s poor; health, soil erosion, loss of fuelwood supplies, etc., are the major environmental concerns because of their impact on livelihoods. Michael Stocking (1994) suggested that arguably land degradation is the single most pressing current global problem. Some 2.5 billion people depend directly on the land for their livelihoods. Of these, 75% are among the world’s poor: thus land degradation directly threatens their livelihoods. Figure 1 shows the linkage between land degradation, climate changes and poverty.

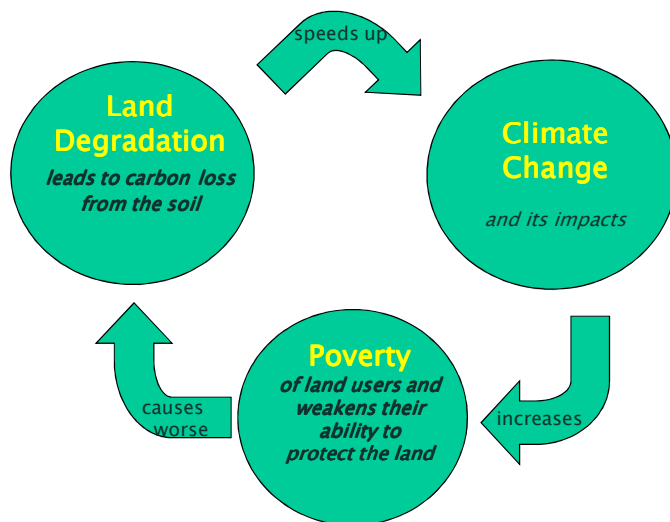


Figure 1: Land Degradation, climate change, poverty and responsive action (Critchley, 2009)

The underlying cause of land degradation is land use change (LUC) caused primarily through inappropriate deforestation. Deforestation can be good or bad. Deforestation can be good when the land is suitable for agriculture, food and goods are required, and it can thus justifiably compete with forest. On the other hand, much current deforestation is usually bad as it causes:

- Damage to ecosystem function and service provision
- Loss of carbon (above & below ground: up to 250 t/C/ha)
Loss of potential to sequester 5 tonnes/ C/ha per year (rapidly growing forest) or 1 tonne/ C/ha per year (mature)
- Damage to land
- Loss of biodiversity
- Loss of livelihoods of forest dwellers through loss timber and non-timber forest products
- Recreational and spiritual functions lost
- Enrichment of 'timber barrons'

The main processes of land degradation are:

- Soil erosion
- Nutrient mining

Soil Erosion is the detachment and movement of soil from its original site. Erosion can be caused by natural factors or human/ accelerated ("anthropogenic" erosion). It can be categorised into surface erosion (by water, wind or tillage) or mass wasting. It can either be selective (e.g., splash/sheet and wind erosion) or non-selective (e.g., rill/gully/landslides and tillage erosion) where the soil moves *en masse*.

Soil erosion causes problems at different levels:

- 'on-site' (in the field) problems
- 'off-site' (downstream) problems
- global problems

Table 1: Nutrient flux in small-scale farming

INFLOWS (gains)	OUTFLOWS (losses)
<ul style="list-style-type: none"> • Mineral fertilizer • Organic matter • Nutrients from above • N-fixation below • Sedimentation • Root activity of perennials 	<ul style="list-style-type: none"> • Products exported • Wastes exported • Leaching • Gaseous losses • Erosion/ runoff • Human excreta
The average net loss is approximately 30kg N + 3kg P + 20kg K per hectare per year in sub-Saharan Africa	

Definition of SLM: “SLM is the use of land resources, including soil, water, animals and plants for the production of goods to meet changing human needs, while simultaneously ensuring the long-term productive potential of these resources and ensuring their environmental functions” (WOCAT, 2007). Simply put, we could define SLM as “looking after the land to improve and maintain its productive ecosystem functions”.

SLM can be conceptualised as having various complementary focuses:

- Technical focus: imitating forest floor conditions
- Ecosystem focus: caring for land and landscapes– not just soil
- Economic focus: should be affordable and profitable
- Sociological focus: participation; people part of solution and deriving benefits.

Climate Change and the Potential of Sustainable Land Management:

- The soil contains more carbon than forests– and more than all oil and gas reserves combined: the potential for loss is huge
- Improved agricultural land management could, globally, sequester 0.5 Pg/C/year in the soil over next 50 years (until soil OM maximised)
- Good land management can sequester 0.5 tons C/ha/year
- Agroforestry: between 0.5 and 5.0 tons C/ha/year
- SLM helps LOCALLY and GLOBALLY and these are two reasons why this project is being conducted.

Figure 2 shows how SLM can be part of the solution to climate change.

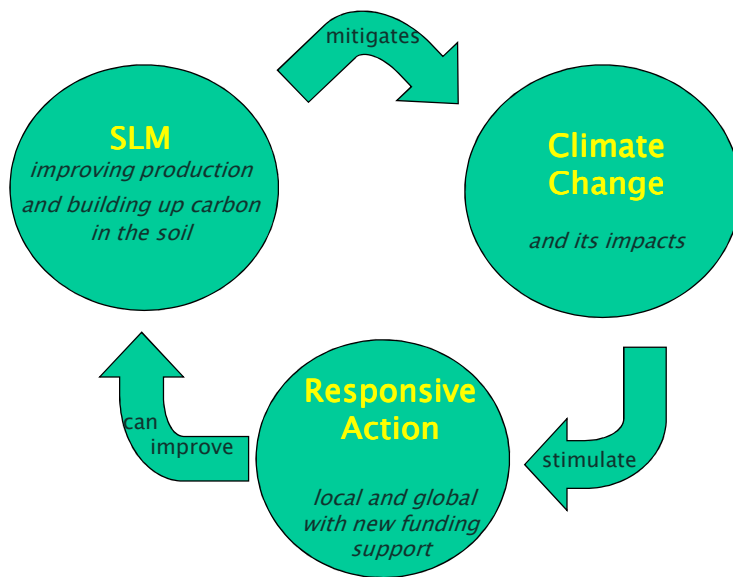


Figure 2: Sustainable Land Management, Climate Change, and Responsive Action

The evolution of thinking from the “old” notion of soil conservation to the “new” vision of SLM is presented in Table 2.

Table 2: Attitude and perception changes: from “old” to “new”

From	To
Soil Conservation	Sustainable Land Management
Concern with soil loss and conservation of soil being priority	Emphasis on moisture/ fertility and production
Focus on badlands & gullies	Focus on fields
Watershed as unit	Community as unit
Population growth being a problem	Human resources recognized as an opportunity
Livestock viewed as a problem	Integrated livestock regarded as key
Structural remedies	Biological answers if possible
Quick technical fixes (e.g., vetiver grass)	Basket of remedies (solutions depends on situation)
Trees regarded as always “good”	Trees are a mixed blessing
Land users considered ignorant	Recognise IK and innovation
Land users should be punished	Land users can be rewarded for services
Engineers plan	Specialists plan with land users
Projects/ schemes	Programmes/ processes / partnerships
Cost doesn’t matter!	Effective use of limited funds

No title to land results in lack of interest in conservation	Security of tenure is the main issue
Large farms best/ land reform and land division leads to land degradation	Small farms/ limited land means the more reason to conserve
Monitoring physical works	Including impact & adoption
“Doom” and “gloom” and marching deserts	Throwing out myths: reassessing the big picture
Legislation & coercion: Use of the stick.	Training & motivation (carrot)
Incentives and rewards	Must be some voluntary input
On-station research	On-farm trials
Top-down Research & Extension	Participatory Research & Extension
Integrated rural development and urban investment	Focus on small scale agriculture as the “engine of growth” and a tool in the battle against poverty and climate change

2.2 LOCAL INNOVATION

The following figure shows that there are various sources of innovation in agriculture and SLM.

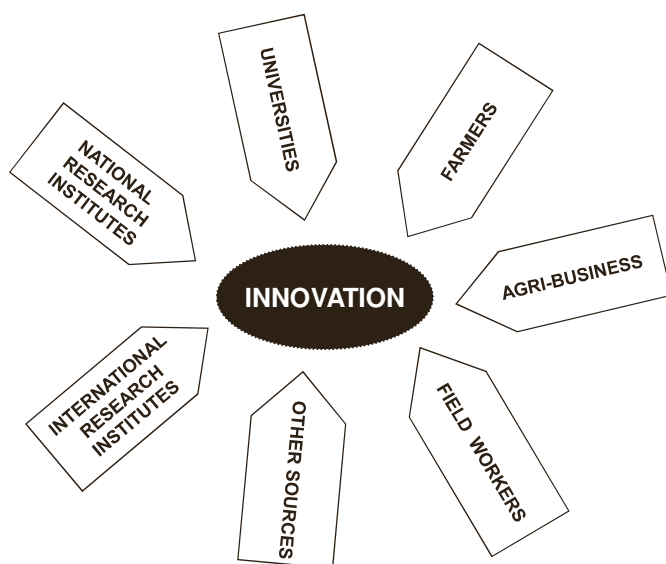


Figure 3: Sources of innovation in agriculture & SLM (Critchley, 2007)

Local innovation and technological leaps have played roles in agricultural practices over time, as depicted in the following diagram.

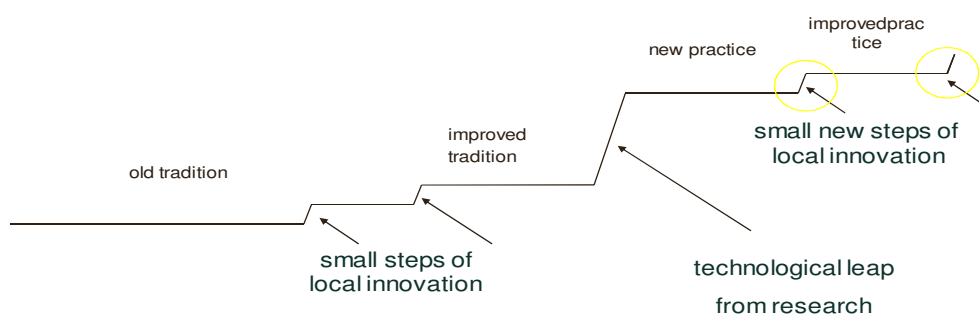


Figure 4: “Small steps” of farmer innovation (Critchley, 2007)

Farmer Innovation is the development of systems that are new – in local terms – by farmers using their own creativity. It is NOT an old tradition adopted, recommendation or common best practice. Innovations may be technical or social (“hard or soft”). A technical innovation can be developed by an individual or a group while a social innovation is by a group/ community. Innovations can also involve a combination of a social and technical innovation together.

Table 3: Areas in which farmers innovate

SLM	<ul style="list-style-type: none"> • Water harvesting/ gully harnessing • Soil fertility management • Agroforestry
Crops	<ul style="list-style-type: none"> • Organic pest control • New crops and varieties • Small-scale irrigation
Livestock	<ul style="list-style-type: none"> • Breeding • Feeding • Health • Housing
Post-harvest	<ul style="list-style-type: none"> • Post-harvest processing • Marketing
Others	<ul style="list-style-type: none"> • Improvement of tools • Renewable energy

The acknowledgement that local innovation can play a meaningful role in development simultaneously implies a change in the roles of the researchers (R), extension (E) and farmers (F) as illustrated in Figure 5.

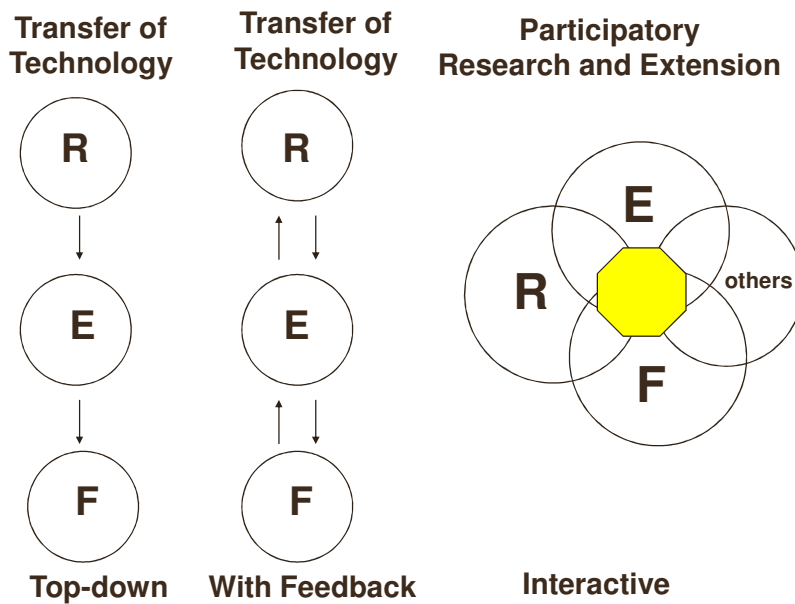


Figure 5: Changing roles of players in the agricultural/ SLM development process

The new roles for the different players are:

Researchers

- design and implement experiments jointly with farmers
- suggest new ideas to farmer innovators
- study the impact and sustainability of innovations

Extension agents

- identify farmer innovators (within teams)
- organise innovators into networks
- facilitate exchange visits

Farmers/ Communities

- continue and expand experimentation
- monitor innovations: cooperate in joint experiments
- provide farmer-farmer extension services

Limitations and challenges of working with farmer/ community innovators

- Innovativeness is not evenly spread
- Local innovation needs to be recognised and stimulated: It is not enough on its own
- Radically new roles for extensionists and researchers!
- Participatory methods are slow and not easy
- Farmer Innovations may not always be attractive to others!
- The 'favoured farmer syndrome' must be avoided: we mustn't just repackage the model farmer approach
- Some innovations thrive because they are isolated
- Who is a true innovator: What is a true innovation?
- How best to monitor and evaluate? Assess impact?
- Can researchers be fully integrated into the process?
- farmers don't always want to share their innovations
- IPR and 'ownership': Are we sharing or stealing?
- Gender/ age: How to involve more youth and women?
- How to ensure cost-effectiveness of programmes?
- Scaling-up and institutionalisation: what is best way?

Farmer Innovators tend to have the following attributes: they

- Are a "storehouse" of knowledge and ideas
- Make a good team to work with
- Respond to recognition & positive feedback
- Network well together
- Make good on-farm researchers
- Usually enjoy spreading their knowledge.

3. **METHODOLOGY AND APPROACHES IN SCI-SLM**

Community initiatives that fall under the mandate of SCI-SLM are defined by the following characteristics – which acts as a check list during identification:

- New in local terms

- Developed by a local community/ group...
- Developed with little or no help/ money from outside
- Technically and/ or socially innovative
- Potential to spread

Examples of community initiatives include:

- Protection of water resources
- Joint-management of forests/ wetlands
- Communal range management
- Renewable energies

In SCI-SLM we will focus on communities rather than individuals, which was the case in the earlier “Promoting Farmer Innovation” project (Critchley et al, 1999).

At the overall programme level there is very little change: thus the “Programme Development Processes” as depicted in Figure 6 remain broadly the same. Capacity building is the foundation and the processes move “upwards” towards the ultimate goal of institutionalization.

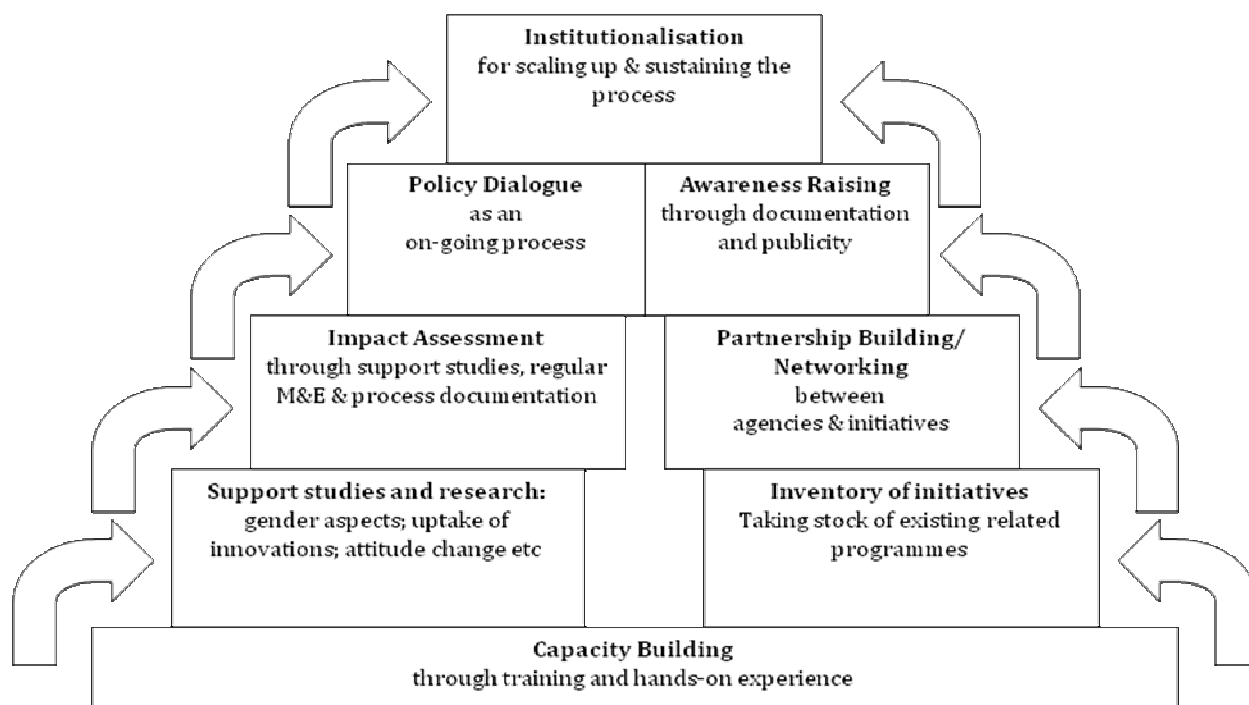


Figure 6: SCI-SLM Programme Development Process

However, the consequence of working with communities rather than with individuals is that we should take the following into account within the “field activities”:

- Characterisation of the innovation
- Characterisation of the innovators
- Understanding roles within the community
- Communication
- The cross-visit programme

Thus the SCI-SLM “Field Activities” as depicted in Figure 7 are rather different than those developed for the PFI programme, and lend themselves to working with groups.

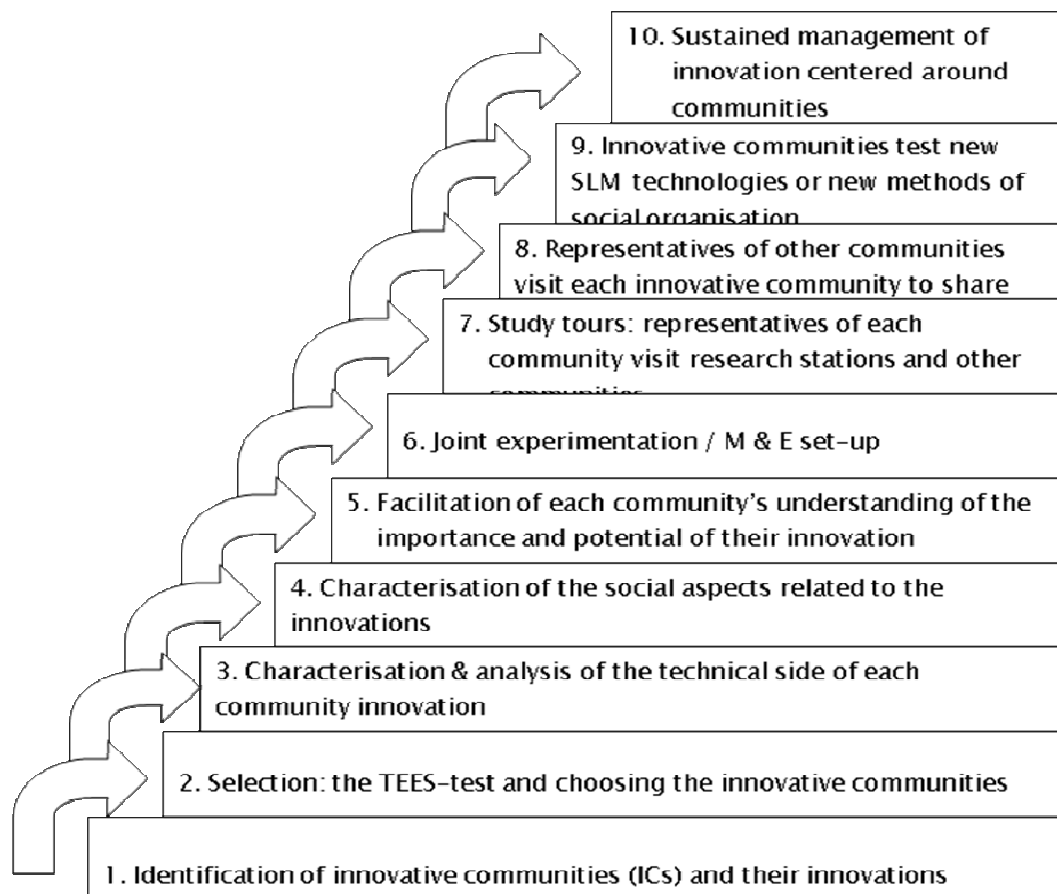


Figure 7: SCI-SLM Field Activities

Note also that, in Step 2 (Selection)

- Innovation should conform to our working definition
- Answer to problems uncovered in needs assessment
- Suitable and willing innovator/ group
- to be useful, a **technical innovation** must pass the ‘TEES-test’:
 - Technically effective

- Economically valid
- Environmentally friendly
- Socially acceptable
- a good **social innovation** is Sustainable, Replicable and Inclusive

Setting Standards

The workshop agreed that SCI-SLM needs to **set standards** by adhering to the following “principles”

- * Clear identity and boundaries of the programme
- * Genuine and relevant community initiatives
- * Recognising, Respecting and Rewarding through IPR
- * Partnerships, alliances and South–South learning
- * Engagement of research agencies and universities
- * Strengthening official procedures and channels
- * Accountability: M&E and documentation
- * Evidence–based achievements/ impacts supporting...
- * ...Institutionalisation
- * Setting standards for GEF’s Strategic Investment Programme/ TerrAfrica

4: SCI-SLM: HYPOTHESES, OBJECTIVES, STRUCTURE AND TIMELINE

The **hypothesis** of the project is that spontaneous community initiatives in sustainable land management (SLM) can be a valuable weapon against the serious and interconnected problems of land degradation and poverty – and climate change – in dryland areas of Africa. SCI-SLM builds on the success of the PFI (Promoting Farmer Innovation) programme.

PFI was implemented over three years (1997 – 2000) and significant achievements with individual innovators were documented. The monitoring of the project looked at whether there had been any impact. Farmer innovators were elevated to the status of extension agents. Farmers would say who had adopted their innovation. The adopters would then be followed up.

SCI-SLM has two specific **objectives**, i.e., the first is environmental and the second is developmental. These are:

- to refine ways of stimulating the further improvement and spread of community-based SLM initiatives to achieve local and global benefits, while simultaneously developing a methodology to upscale and institutionally embed SCI-SLM approaches at local and regional level in four pilot countries in Africa; and

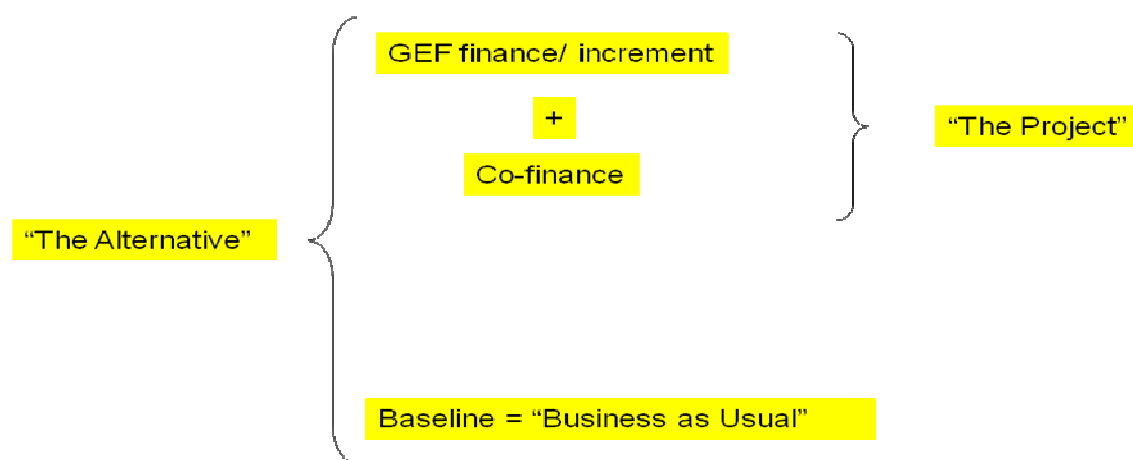
(ii) to upscale SLM and reduce impacts of land degradation on ecosystem function and services.

WC confirmed **project structure** details including the participating countries (Ghana, Morocco, South Africa, Uganda), duration (2009 – 2013), the implementing agency (UNEP), executing agency (Centre for Environment, Agriculture & Development (CEAD), University of KwaZulu–Natal, South Africa), technical advisory group (CIS/VU University Amsterdam). The budget is modest at approximately \$2 million (approx half from GEF, half co-finance).

National lead agencies are as follows:

Ghana: University of Development Studies
Morocco: Institut Agronomique Hassan II / TARGA-Aide
South Africa: University of KwaZulu Natal
Uganda: Ministry of Agriculture (MAAIF)

The structure of GEF projects was presented as follow:



WC explained that the Baseline depicts the situation which would prevail if a project, for example SCI–SLM, is not implemented. The “Project” in this case SCI–SLM, is implemented through a combination of GEF finance and co-finance. “The Alternative” explains the situation which then prevails due to implementation of the project.

SCI-SLM Timeline

A timeline of the project’s development was presented. It was noted that though the project had first been conceive back in 2002, it has taken seven years until approval. This was due, largely, to the reorganisation of the GEF and the revision of its programme and priorities. Table 4 traces the main milestones along the route.

Table 4: Milestones in the development of SCI-SLM

Time	Activity
Sept 2009	Project Cooperation Agreement (PCA) signed & inception meeting
Jun 2009	Full project document & CEO endorsement approved
Mar 2008	PIF approved / project document re-edited
Jan 2008	Uganda SCI-SLM technical launch
Jan 2008	PIF resubmission
Sept 2007	Project Identification Format (PIF) submitted
May 2007	GEF's Strategic Investment Programme (SIP) initiated
Jan 2006	Approval by GEF council, BUT GEF re-organisation!!
Dec 2005	Resubmission of the MSP-B
2004	Finishing the MSP-B & submission for approval at UNEP and GEF
Sep – Nov 2003	Project preparation missions to the four countries and drafting of "Medium Sized Project Brief"
2002	Initial idea and concept paper

4.1 Results Framework

The project's "results framework" is the project summary and sets out what is to be done and what will be achieved under the project. It is basically GEF-terminology for a logical framework. Often targets are set unrealistically high but hopefully it is not the case with this project. WC then went through the framework (Annex 4). Given that this is a general framework for the overall project, each country will need to develop one specific to its needs.

Various points were highlighted during the discussion regarding the results framework: for example attention was drawn to the fact that gender and youth will be an area that the project will take into consideration as a cross-cutting theme. For example the overall SCI-SLM steering committee should include women and the national teams need to have a good gender composition. Another point was that although the project will focus on communities, where individual innovation is found, this will be referred to other projects (such as PPROLINNOVA – which is active in three of the four countries involved in SCI-SLM, namely Ghana, South Africa and Uganda).

5: COUNTRY PRESENTATIONS

Ghana

Prof Saa Dittoh presented on behalf of Ghana. The project will be implemented in the north, close to and the border with Burkina Faso. These northern regions are relatively poor and derive livelihoods from agriculture. About 30–40% of the land is degraded through over grazing, poor soil conservation. The area has low and erratic rainfall.

Ghana is committed to conservation of natural resources and has signed the major global environmental conventions. The problem with most projects lies in the poor level of implementation. Mobility of researchers creates a challenge to project implementation also.

Saa talked about the “Plug-in” system (see Figure 8) as a method they have developed for engaging communities and helping them improve what they are doing themselves. It is based on students going to live in communities during the 3rd – trimester that is obligatory at the University of Development Studies in Tamale. These students could identify initiatives that communities are doing, and thus contribute to the implementation of the SCI–SLM programme.

Correct “Plug-in”

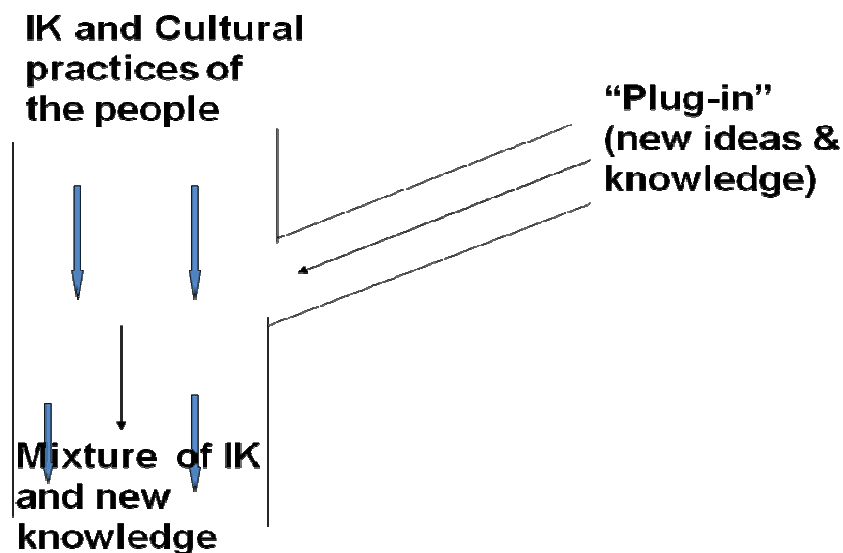


Figure 8: The Plug-in Approach

Morocco

Mohammed Mahdi presented on behalf of Targa-AIDE. He gave a brief introduction to the organisation, in particular noting its objectives and methodological approach. Their methodology involves steps:

1. Local forum of dialogue / meeting
2. Establishment of a Local Development Plan
3. Strengthening of capacities
4. Diagnostics
5. Workshop to define problems
6. Finalisation

Their programmes are in four domains, one of which is natural resource management.

In terms of location of operation, the organisation works in the Ouneine Valley (in the High Atlas) where Targa-AIDE seeks to ensure that there is durable use of natural resources in the fragile mountain ecosystem. Problems include land degradation, water scarcity, overgrazing and privatization of pastures and loss of biodiversity. These challenges are similar to those of other countries in Africa. This, he argued, made SCI-SLM a very opportune project and ideal for promoting South-South Cooperation.

South Africa

The presentation on SA was shared between MM and Thulile Dlamini. The first part of the presentation gave a background to the country with respect to democracy, agriculture, desertification and land degradation. The country is confronted by serious problems, despite the fact that it is a signatory to various global conventions which seek to minimize environmental and land degradation. Government programmes are not performing to expectations due to limited implementation rates. The presentation traced all government spearheaded programmes over the recent years, e.g., Transform, Participatory Forest Management, Landcare and Protected Area Management.

The presentation introduced the two pilot sites that had tentatively been identified, namely one in KwaZulu-Natal and the other in Mpumalanga. The KZN site regards to participatory management of grazing areas while the Mpumalanga site looks at community-led management of a wetland. More sites would be identified in due course.

The participants suggested that the wetland management initiative could lead to general guidelines on the sustainable management of wetland, which would be very useful. Mohammed Sessay also

recommended that SCI-SLM (SA) contract IMWI (Mutsa Masiyandima) on the work that had been undertaken in the Limpopo basin. Other initiatives could be sought in veld (range) management, especially regarding control of bush encroachment.

Uganda

Alex Lwakubwa (AL) gave a background to Uganda, highlighting that the country is landlocked with abundant forests and wetlands. Its population comprises 51% females with a robust growth rate of 3.1% per year. Agriculture is an important sector in the national economy, even though its contribution to GDP is declining. DSIP – market access, productivity enhancement also addresses sustainable land management. The government has put US\$200 m into the DSIP.

AL identified the “Cattle Corridor” – which experiences low rainfall (less than 800 mm per year) – as the area where the project is to be implemented. The population of this region is poor, and mostly comprises cattle keepers.

A brief update of progress in Uganda – which started in 2007 under GoU funding without awaiting the GEF money – is as follows:

1. Planning workshop where different stakeholders participated (Jan 2008)
2. This workshop and backstopping generally has been facilitated by CIS team
3. Government has committed funds for the initiative.
4. The project first identified 10 initiatives, which were reduced to six through screening.
5. Only four qualified according to the criteria. The other two were related more to PROLINNOVA in that they concern individual innovators.
6. The initiatives were characterized in a participatory manner.
7. Best initiatives were promoted through cross-visit or inter-district and intra-district exchanges to promote ideas & stimulate action.

The GoU’s various programmes may lead to pressure to give inputs to communities, which could be a challenge – as this is not part of the SCI-SLM philosophy.

The steering committee is multidisciplinary but dominated by government staff; however universities, farmers, NARO, NGO, GEF focal point are members.

The previous PFI project saw government officers being targeted explicitly to ensure that the project could be kick-started through the GoU system.

The SCI–SLM briefing note was presented to authorities and made the project attractive. Therefore the meeting suggested that each country should develop its own briefing note, as well as one for the overall project.

Highlights of Day 1

- Definition of local innovation
- Common understanding of SLM
- Initiated the process of “bonding” the SCI–SLM community with a common goal
- Valuable lessons from Uganda were shared and these helped other countries to make plans
- There is significant enthusiasm amongst Moroccan partners to implement SCI–SLM where multidisciplinary team will undertake the research through Targa–AIDE
- Different institutional context exists across countries
- People become aware of the topical areas of SLM in which the project will be involved
- Recognition of the need for South/South learning

6: MONITORING & EVALUATION

Mohamed Sessay of UNEP–GEF presented an overview of the M&E requirements of SCI–SLM as laid out in the project document.

What constitutes M&E?

–A means of tracking that you deliver what you promised and when.

M&E will look at components such as:

- Key deliverables
- Results and outputs which are linked to the workplan

Impact: There is need to show impact: this could involve post–project impact assessment, but we need to start assessing this impact while the project is in progress.

Various specific elements of M&E were then explained by MS. These were:

- **Project Management:** Must monitor the project & management itself must integrate M&E. If this structure is not working then it means project has problems.
- **Financial Reporting:** Resources should be seen to be handled satisfactory for intended activities.
- **Inception Report:** should show that it has prepared (in terms of planning; methodology etc) the team for project implementation.
- **Project Implementation Review:** to be done half–yearly.

- **Project Steering Committee** meetings with accompanying report preceded by an agenda.
- **Mid-term Review:** Could be desk-top so that quick feedback can be given.
- **Independent Final Evaluation**
- **Project Final Report** – used for closing the project.

Reports:

MS went through the various reporting requirements and formats. These are as follows:

1. Progress Reports
2. Progress Implementation Review
3. Standard Format
4. Financial Report – format accompanied by an audit
5. Procurement Plan
6. Inception Report

He recommended the use of the Results Framework, Timelines, Work Plans, and emphasized the importance of them being synchronized.

On outputs he warned that the team should be mindful that people are expecting not voluminous report at all times. Outputs could also be CD, DVDs, etc.

The final note on M&E and reporting was that the key issue is what we learn at the end of the project, and what ideas could be taken forward to 2013.

Budget

The budget was presented (see Annex 5), highlighting the amounts available for use by each country. The changes to the previous budgets were noted. It was pointed out that each country's budget was reduced since GEF required that the project carry the M&E costs. Each country was requested to work out the breakdown of its national budget based on the total amount in the new budget.

The meeting agreed that:

- The “old” budget would be provided to the partners for comparison with the current
- Inception Workshop expenses should be catered from Regional Workshop/ Steering Committee Meeting Budget. Countries that paid their own travel expenses should be reimbursed.
- GEF gives money according to components e.g., travel.

7: IMPLEMENTATION PLAN

Annex 5 shows the various milestones that have to be achieved during the project.

Progress Reports: should indicate what has been done, resource use, transfers, meetings, and constraints etc. The following are details of what need to be included in the various reports.

Financial Reports

- Monies transferred to countries in total
- How much was received
- How much has been spent
- How much is required for the coming period

Audit Report

- Institutional account audit
- Captures the overall expenditure of the institution
- Audit will be paid
- Regional Coordinator will be responsible for the auditing
- P.I.R is due in August 2010
- Financial reports have to be done in every 6 months
- CEAD to send a trigger to remind countries about reports due dates.

Progress Reports should include:

- What has been done/achieved
- Resources and other constraints
- Indication of adjustments

These should also include financial reports – how much was received and how much was spent. There is a format that MS/ UNEP–GEF will share.

In June 2010 we will require a PIR backed with financial reports. This needs to get to UNEP in August. Each country submits its report by July.

Co-financing: Each country should state how much it has put in, in terms of either cash or in kind. Tables on time spent for core funding & own contribution are also needed.

Project Steering Committee: The current inception workshop was taken to constitute the first Regional Project Steering Committee. The meeting agreed that it would invite relevant technical expert, e.g., in sociology and rural development in future. Countries should keep records of their country steering committee meetings.

Project Management: We need to include an extra six months in 2013 to allow finalization of the project (through production of a book, etc).

PROLINNOVA: Other than Morocco, all countries participating in SCI-SLM are members of **PROLINNOVA**. To effectively take advantage of economies to scale, it would be ideal for Morocco to consider becoming a member of **PROLINNOVA**. This option was to be pursued after the formal proceedings.

All countries are to start with (at least) two case studies which will be increased to four by the end of year 2. Lessons from the first two cases will inform the later cases. This means that cost effectiveness will increase.

Managing Expectations

Once governments put their resources into SCI-SLM, as in the case of Uganda, there is a possibility that there might be expectations or deliverables that may not be quite in line with project objectives. Projects need to manage such expectations seriously, especially regarding pressure from politicians.

Backstopping

The visits for backstopping through the TAG based at CIS-VU will depend on need and on the available budget. Uganda is up and running and has, to date been backstopped using CIS resources. Another visit is proposed at end of October.

South Africa will be visited early November for both technical and field visit. Ghana and Morocco could be visited at least by the end of the current year on dates to be decided.

The initial backstopping visits do not have to be tied to the technical launches within the countries. The backstopping might only involve going to the communities and assisting in identification and selection processes. It could also be a combination of meetings and field visits. Mobile workshops are a possibility.

8: FINALISATION OF ACTION POINTS

Annex 6 lists the action points and definitions. The most important follow here:

Community: Defined as a group with a common interest (and in the case of SCI-SLM) the initiative is the “entry point” to identification of the community

Innovation: An initiative/innovation (basically synonymous) was defined as “being new in local terms, developed by a local community with little/no help or money from outside”. It can be a technical and/or a social initiative have potential to spread.

Identification: How to go about it? Review “Working with Farmer innovators” (Critchley, 2007) for guidance. The report from Uganda also talks about how they addressed identification/ selection.

Communication: When sending e-mails, people who are not directly required to respond will simply be copied. “E-mail overload syndrome” affects us all and we should be wary of sending too many mails. There is need for timeliness in sending out information. To assist with smooth participation of members in international meetings, UNEP would make all invitations so that it carries weight. This expedites granting of visas. Reminder of deadlines should originate from CEAD.

2010 Meeting: The country hosting the steering committee takes chairmanship for that year. Morocco agreed to host and chair the 2010 steering committee meeting. The exact dates will be determined early 2010. The meeting will be associated with two activities:

- 1) Field visit
- 2) Thematic presentation from a particular resource person e.g. on wetland, sociology of some aspect – and an associated discussion.

The meeting – which could take place in the field – will comprise:

- Day 1 – Project aspects / issues
- Day 2 – Field visit, Thematic issues / papers
- Day 3 – Policy

The Regional Steering Committee will endorse budgets and work plans. The Project Coordinator (at the executing agency, CEAD) will act as the secretary of the Regional Steering Committee.

M & E System: The TAG will assist in setting up a proper M&E systems

Project Logo / Banner & Website

- Could be used as cover page for the website
- Countries to send ideas for the logo, by October 2009.
- Website: should be ready by October 2009

PROLINNOVA Network: Morocco to consider if they would like to apply for **PROLINNOVA** membership.

Inception Launches: at Country level.

Ghana: to synchronize with backstopping visit.

Uganda: Might not do a re-launched but an exercise to re-energize the whole process.

Way forward: what happens after 2012?

We need to start thinking **now** about post-2012. The group will share any information that comes along and offers an opportunity to get resources to support the project beyond the GEF support. The group will develop proposals when opportunities for collaboration arise.

Three years is short but UNEP will assist ensuring that the project is linked to other sources of funding at its completion. Probably other areas, not covered by the project, but worth investing in, will be identified along the way. The group can develop separate proposals for such areas.

The workshop was closed and votes of thanks were given by Mohamed Sessay, Will Critchley and Maxwell Mudhara.

9: REFERENCES

Critchley W, Jallow T, Lafleur S, Laman M, Njoroge J, Nyagah V, and Saint-Firmin E (1999) "Promoting Farmer Innovation" RELMA/ UNDP

Critchley W (2007) Working with Farmer Innovators. CTA Wageningen

Millennium Ecosystem Assessment (2005) Current State and Trends Assessment. Island Press

Oldeman LR, Hakkeling RTA and Sombroek WG (1990) Global Assessment of Soil Degradation (GLASOD). ISRIC/ UNEP

WOCAT (2007) (Liniger HP and Critchley W eds) Where the Land is Greener. University of Berne

Annex 1: SCI-SLM Project Inception meeting Programme

17th – 19th September 2009

The Gabbles Country Inn, Woodhouse Rd, Scottsville

Pietermaritzburg – South Africa

Date /Day	Time	Activity	Responsible Person /Facilitator
16/09/09		Arrival of participants	
-day one-			
17/09/09 Thu	08.30– 08.45	Official opening	
	08.45 – 09.15	Welcome and opening remarks from CEAD as SCI–SLM Executing Agency. Objectives & expected outputs of the inception meeting	Maxwell Mudhara
	09.15 – 09.45	Welcome and opening remarks from UNEP as Implementing Agency. International background to the project: GEF, Land Degradation Focal Area, SIP, TERRAFRICA	Mohamed Sessay
	09.45 – 10.00	Round of introduction	All participants
	10.00 – 11.00	Theoretical Underpinning of Project: topical presentations: <ul style="list-style-type: none"> • SLM focuses and principles • Local Innovation in Africa and the world • SCI–SLM project methodology 	Will/Sabina
	11.00 – 11.30	Tea break	
	11.30 – 13.00	General discussion on key concepts and methodology	William Critchley
	13.00 –14.00	Lunch break	
	14.00 – 15.30	Presentation and discussion of SCI–SLM Project: <ul style="list-style-type: none"> • Project objectives • Results framework • Outputs/Outcomes 	Maxwell Mudhara and William Critchley
	15.30 – 16.30	Update on Country situation * Ghana Morocco South Africa Uganda	Representatives of the partner countries
	16.30 – 17.30	Working Group 1: Country-based: situation analysis and review of result framework (prepare presentations for day two)	Representatives of the partner countries
-day two-			
18/09/09 Fri	09.00 – 09.30	Synthesis of day one	Two of the countries
	9.30 – 11.00	Presentation & Discussion of the working group on situation analysis and result framework	Maxwell and Will
	11.00 – 11.30	Tea break	
	11.30 – 13.00	Project Implementation modalities: <ul style="list-style-type: none"> • Roles and responsibilities • Budget Etc... 	Maxwell and Mohammed
	13.00 –14.00	Lunch break	
	14.00 – 17.30	Monitoring and evaluation (procedures, formats, technical and financial reporting)	Mohamed Sessay
	19:00-21:00	<i>Dinner, Golden Horse Casino</i>	

-day three-			
19/09/09 Sat	08.30 – 13.00	Partnerships and Resource Mobilisation	All participants
		Implementation Plan	Maxwell
		Backstopping	Will/Sabina
		Discussion of Priorities	
		Finalize list of Action Points	All participants
		Closing remarks and farewell	All participants
		Group Photo	

Outputs of the inception meeting:

1. list of action points (immediate plan of action) -> to be ready by the end of the meeting
2. summary report

*Each country will provide a quick update on whether the project is still necessary to do and what changes have occurred since its formulation that we need to take account of both for project execution as well achieving the stated objectives/results.

Annex 2: List of Participants

Name	Organisation & address	Telephone	Fax	E-mail
Saa Dittoh	University for Dev Studies; P.O. Box 1350, Tamale; Ghana	+233 24 429 6612	+233 712 2080	saaditt@africaonline.com.gh
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Thulile Dlamini	Association for Water and Rural Development ; Private Bag X420 Acornhoek 1360; SA	+27 (0) 15 793 7527	+27 (0) 15 793 7509	Thulile@award.org.za
Sabina Di Prima	Centre for International Cooperation VU University Amsterdam De Boelelaan, 1105, 1081 HV Amsterdam, Netherlands	+3120 59 89 059	+31 20 59 89 095	s.di-prima@dienst.vu.nl
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Annex 3: Workshop expectations and fears

Expectations

- Clearly defined country programmes, methods and outputs
- To reach a common understanding of the project and the outcomes expected at end
- Clear ideas on usefulness of proposed project to communities
- Clear methodology and outputs
- Increase the power of rural population on their life (with ecological perspective)
- SCI-SLM starts off as it will continue, i.e., “setting standards”
- To understand the key project steps and activities
- Know when SCI-SLM kicks off formally/officially with smooth flow of funds
- To share different experiences with participating countries
- To be inspired to work as a team
- Synergy among partners
- Coordination of project
- Team to work with
- How to network

Fears

- Will there be incentives, particularly financial, to allow for committed research work and to allow researchers to be engaged?
- Institutional barriers
- Limited national funding
- Difficulty for rural population to understand that economical & ecological perspectives are not necessarily “enemies”
- Changes in funding strategy within UNEP/GEF
- Losing sight of the goals of SCI-SLM
- Inadequate time for undertaking the project
- Language barriers etc, could derail project from reaching / delivering to expectations

Annex 4: Results Framework

Stimulating Community Initiatives in Sustainable Land Management Environmental and Development Objectives			
Summary	Indicators	Means of Verification	Critical Assumptions and Risks
<p><u>The development objective</u> is to refine ways of stimulating the further improvement and spread of community based SLM initiatives, while simultaneously developing a methodology to upscale and institutionally embed SCI/SLM approaches at local and regional level in four pilot countries in Africa. South to South exchange and learning between strategically positioned countries will be strengthened as a key element of project design.</p>	<ul style="list-style-type: none"> Improved livelihoods will ensue from the better SLM and associated improved production. In each of the 32 communities influenced a 20% increase in SLM/based income that will favour women in particular 	<ul style="list-style-type: none"> Socioeconomic surveys and results from long term monitoring 	<ul style="list-style-type: none"> Assumption: that improvements in SLM will lead to better livelihoods Risk: that other factors may intervene to worsen livelihoods outside the project's control
<p><u>The environmental objective</u> is to upscale SLM and reduce impacts of land degradation on ecosystem functions and services in SIP investment areas. The project will</p>	<ul style="list-style-type: none"> At least 3,200 hectares of land under sustainable land management and total system carbon enhanced correspondingly A 10% increase on the baseline number of women participating in 	<ul style="list-style-type: none"> Field surveys and results from long term monitoring Filed based surveys and 	<ul style="list-style-type: none"> Assumption: That communities will respond to stimulation in terms of enhancing the area of their land under SLM Risk: that effective SLM may be made difficult to achieve during the project period due to climatic factors

contribute to the SIP's Development and Global Environment Objectives in terms of implementation of policies and on-the-ground investments	the project and benefiting from the enhanced SLM and better productivity by end of project	results from monitoring	
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Components/outcomes			
Summary	Indicators (OVIs)	Means of verification	Critical assumptions and risks
1. Identification and analysis of community initiatives in SLM.	<ul style="list-style-type: none"> Indication that procedures have yielded evidence of existence of initiatives; potential global relevance of initiatives and demonstration of how further technical and/or socio-economic value can be added 	<ul style="list-style-type: none"> Field based surveys 	<ul style="list-style-type: none"> Political stability prevails Institutional and policy climate in the four countries remains receptive and enabling to SCI-SLM approach

<p>2. Stimulation and upscaling of community initiatives</p> <p>3. Awareness raising amongst policy makers</p> <p>4. Development of methodology for upscaling and institutionally embedding SLM initiatives</p> <p>5. Project management</p>	<ul style="list-style-type: none"> • Technical and/or socio-economic aspects of initiatives adopted by at least four other communities in each country and (dependent on technology) at least 100 ha extra land brought into better management under each of the initially identified and the new communities (making a total of 3,200 ha): reported evidence both of this and of incipient initiatives in other SIP countries • Policy/ decision makers (both Governments and NGOs) involved and influenced to the extent that they incorporate community-based indigenous and/ or innovative SLM approaches into guidelines: evidence of this both within the focus countries but other SIP nations also through South-South learning • Methodological guidelines made use of within the four SCI-SLM focal countries and in the design of new projects within those countries and influence in other SIP countries • Multi-stakeholder partnerships thriving and driving the process efficiently forward under national, and project level, lead agencies 	<ul style="list-style-type: none"> • Field based surveys • Policy documents and briefs and practice • Field based evidence and • Analytical/academic research papers • Evaluation and commissioned survey reports 	<ul style="list-style-type: none"> • Availability of adequate financial resources from various sources (governments, development partners, private sector). • A spirit of transparency and willingness to achieve - despite modest financial incentives. • A belief in the benefits of South-to-South learning and global environmental benefits from sustainable land management driven by community initiative.
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<u>Sub-components /outputs</u>			
Summary	Indicators/ OVis	Means of Verification	Critical assumptions and risks
1. Identification and analysis of community initiatives in SLM. 1.1 Improved knowledge on how to harness and replicate community initiatives in SLM. 1.2 Enhanced delivery of SIP Intermediate Result 4 on generation and dissemination of targeted knowledge, establishment and strengthening at all levels of monitoring and evaluation systems	<ul style="list-style-type: none"> Community initiatives in SLM in the four pilot countries identified: 16 community based initiatives in SLM identified – four in each of the four pilot countries - by the end of project year 2 as demonstrated in geospatial database Technical and socio-economical aspects of the initiatives analyzed (according to relevant innovative procedures that are replicable): at least four community initiatives technically and socio-economically investigated and analysed in each country as evidenced by relevant reports Interactive, analytical database on innovative community SLM initiatives (including triggering factors) accessible to all SIP partners Comprehensive and analytical geospatial database available in hard copy and on-line: constantly updated 	<ul style="list-style-type: none"> Field based surveys Reports outlining the analyses Presence of a database and evidence of its accessibility and use 	<ul style="list-style-type: none"> Project receives timely disbursements of funds through GEF/ UNEP and through co-funding agencies Communities are prepared to cooperate and share their innovative/ indigenous knowledge There is interest amongst the partners to make use of such a database
2. Stimulation and upscaling of community initiatives 2.1 Enhanced community-based SLM initiatives and improved SLM in TerrAfrica / SIP countries	<ul style="list-style-type: none"> Community initiatives further developed both technically and in terms of organizational structure: analytical evidence of improved performance – both technical and institutional in each of the 16 communities Measurable increases in total system carbon (soil carbon and above ground carbon) on that land; of increased primary productivity; and of protected biodiversity and improved hydrological function where relevant. Four community-based SLM initiatives successfully up-scaled in each country, and the same number again of new communities influenced to adopt. SCI-SLM scaled out onto 1,600 ha of land (average of 100 ha in each of the 16 initiatives) in the 4 countries and 	<ul style="list-style-type: none"> Documentation to prove these developments based on before and after data duly analysed Measurements of these parameters Field based surveys Field based surveys 	<ul style="list-style-type: none"> Skills are built up amongst collaborating partners in guiding/ facilitating communities to improve their initiatives Land rights permit communities to expand their interventions Simple tools and methods are available/ skills also to

2.2 Enhanced delivery of SIP Intermediate Result 3 on strengthening of commercial & advisory services for SLM	<p>approaches/practices taken up by 16 new communities by the end of the project potentially covering up to another 1,600 ha</p> <ul style="list-style-type: none"> Constraints to upscaling community SLM initiatives relevant to other SIP countries identified 	<ul style="list-style-type: none"> Analytical/ academic research papers detailing these constraints derived from conventional and participatory research methodologies 	<p>measure carbon, hydrological function and biodiversity</p> <ul style="list-style-type: none"> Interest exists and is maintained in academia (staff and students) to carry out such analyses
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3. Awareness raising amongst policy makers			
3.1 Increased awareness amongst policy makers on the significance of local knowledge in sustainable land management, based on new multi-stakeholder partnerships and processes	<ul style="list-style-type: none"> Incorporation of pilot processes, practices and partnerships into relevant national and NGO agencies Pilot practices tested within strategically important government agencies and NGOs and internal change mechanisms working at policy level Publications (policy briefs) with suggestions for policy improvements aimed at decision-makers at national and sub-Saharan Africa levels 	<ul style="list-style-type: none"> Evidence of this in policy documents and practice Documented evidence of field testing 	<ul style="list-style-type: none"> Institutional and policy climate in the four countries remains receptive to SCI-SLM approach
3.2 Enhanced delivery of SIP Intermediate Result 2 on established and on-going effective and inclusive dialogue and advocacy on SLM strategic priorities, enabling conditions and delivery mechanisms	<ul style="list-style-type: none"> Strategic policy papers within the four countries outlining reorganisation/ process reorientation An effective advocacy campaign through various media forms 	<ul style="list-style-type: none"> Existence of these policy briefs Existence of these policy papers 	<ul style="list-style-type: none"> The current donor and national support for endogenous development/ indigenous knowledge continues

4. Development of methodology for upscaling and institutionally embedding SLM initiatives			
4.1 New methodology under use in each country, and upscaled to new projects and programmes	<ul style="list-style-type: none"> Methodology and guidelines developed and tested for horizontal spread appropriate for project countries and wider afield 	<ul style="list-style-type: none"> Evidence of guidelines that are appropriate and clear, and deal with both horizontal and vertical upscaling 	<ul style="list-style-type: none"> Agreement within countries on methodology and thus the development of guidelines

<p>4.2 Enhanced delivery of SIP intermediate result 1 on upscaling of SLM applications on the ground in country-defined priority agro-ecological zones.</p>	<ul style="list-style-type: none"> Developed methodological guidelines for ‘SCI-SLM’ type approach available: <ul style="list-style-type: none"> (a) for horizontal spread (upscaling) and (b) for vertical spread (institutionalisation) in written format, by relevant agency, in each country Methodology and guidelines developed for vertical upscaling (institutionalization) appropriate for project countries and wider afield A book capturing the essence of SCI-SLM and its experiences while describing the methodology – and the process of its development under SCISLM 	<ul style="list-style-type: none"> Publication of the book 	
<p>5. Project management</p> <p>Effective and efficient project implementation systems in place</p>	<ul style="list-style-type: none"> A project that functions in each country and internationally 	<ul style="list-style-type: none"> Evidence of smooth and efficient implementation 	<ul style="list-style-type: none"> A spirit of transparency and willingness to achieve - despite modest financial incentives. A belief in the benefits of South-to-South learning and global environmental benefits from sustainable land management driven by community initiative Flow of funds efficient and effective

Annex 5: Project Budget

COMPONENT	2009	2010	2011	2012	Total
10 PROJECT PERSONNEL COMPONENT					
1100 Project Personnel					
1101 Regional Coordinator	19,606	39,214	39,214	8,912	106,946
1199 Sub-total	19,606	39,214	39,214	8,912	106,946
1600 Travel On Official Business					
1601 Programme Coordinator Staff Travel	4,494	8,986	8,986	2,042	24,508
1699 Sub-total	4,494	8,986	8,986	2,042	24,508
1999 Component Total	24,100	48,200	48,200	10,954	131,454
20 SUBCONTRACT COMPONENT					
2200 Sub-Contracts					
2201 Contract with NL	26,809	53,620	53,620	11,913	145,962
2202 Contract with Ghana	18,588	37,174	37,174	12,691	105,627
2203 Contract with Morocco	18,698	37,397	37,397	12,740	106,232
2204 Contract with Uganda	18,588	37,174	37,174	12,691	105,627
2205 Contract with South Africa	22,477	44,956	44,956	7,231	119,620
2299 Sub-total	105,160	210,321	210,321	57,266	583,068
2999 Component Total	105,160	210,321	210,321	57,266	583,068
3300 Meetings/conferences					
3301 Steering committee meetings	15,000	20,000	20,000		55,000
3399 Component totals	15,000	20,000	20,000	-	55,000
40 EQUIPMENT AND PREMISES COMPONENT					
4100 Expendible Equipment					
4101 Office Cost and administration	6,198	12,396	12,396	8,091	39,081
4199 Sub-total	6,198	12,396	12,396	8,091	39,081
4200 Non-Expendible Equipment					

COMPONENT	2009	2010	2011	2012	Total
4201 Equipment (such as laptop and computers)	7,823	–	–	–	7,823
4299 Sub-total	7,823	–	–	–	7,823
4999 Component Total	14,021	12,396	12,396	8,091	46,904
50 MISCELLANEOUS COMPONENT					
5200 Reporting Cost					
5201 Publication of reports	3,019	6,037	6,037	1,372	16,465
5201 Audit		2,000	2,000	2,000	6,000
5299 Sub-total	3,019	8,037	8,037	3,372	22,465
5300 Sundry					
5301 Communication Cost (website cost)	450	900	900	250	2,500
5399 Sub-total	450	900	900	250	2,500
5500 Evaluation Cost					
5581 Overall Monitoring	3,200	6,400	6,400	5,000	21,000
5582 Mid-term Evaluation (Paid by UNEP)			20,000		20,000
5583 Terminal Evaluation (Paid by UNEP)				30,000	30,000
5399 Sub-total	3,200	6,400	26,400	35,000	71,000
5999 Component Total	6,669	15,337	35,337	38,622	95,965
99 GRAND TOTAL	164,950	306,254	326,254	114,933	912,391

Annex 6: Project Supervision Plan

Project Title: Stimulating Community Initiatives in SLM																																																					
Project number: GFL / PMS																																																					
Project executing partner: CEAD, University of Kwazulu Natal, SA																																																					
Project implementation period: October 2009 - September 2012		Yr 1: 2009				Year 2: 2010												Year 3: 2011												Year 4: 2012										Year 5: 2013													
	Month	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J							
	Mth no	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54							
Executing partner																																																					
UNEP/DGEF																																																					
Activity/Task/Output																																																					
Project Management, Coordination & Sustainability																																																					
Inception meeting and report of meeting		x																																																			
Progress report - Dec 31 + 30 days					x												x												x																								
Annual audit report - Dec 31 + 180 days										x												x																															
Annual co-financing report - Dec 31+30 days					x												x												x																								
Establish M&E system		x	x	x																																																	
Expenditure report - Mar, June, Sep and Dec 31 + 30days					x		x			x			x				x	x			x			x				x	x			x				x																	
Mid-term review/evaluation																																																					
Procurement of equipment & hiring of consultants		x	x	x		x				x				x							x					x			x																								
Progress reports to co-financiers											x											x																															
Project brochure/newsletter/banner					x						x						x					x							x																								
Project Implementation Review												x											x																														
Project website design & development + updates/revamps		x	x	x			x			x								x			x			x				x																									
PSC/PMC meetings + minutes of meetings						x																																															
GEFSEC communications (Inception, midterm & completion)		x		x													x																																				
Site visits + mission reports		x	x	x				x					x								x																																
Final report																																																					
International training workshops/seminars									x																																												
Terminal evaluation																																																					
Final audit report for project																																																					
Outcome 1: Identification																																																					
Community initiatives identified									x					x																																							
Technical and socio-economical aspects analysed														x						x																																	
SLM database set up and functional														x						x																																	
Mid-term and terminal evaluation																																																					
Outcome 2: Stimulation and Upscaling																																																					
Community initiatives developed														x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x					
Four community initiatives upscaled																																																					
Constraints to upscale identified																																																					
Outcome 3: Awareness Raising																																																					
Incorporation of pilot processes into relevant national agencies																																																					
Policy briefs and papers																																																					
Outcome 4: Development of Methodology																																																					
Methodology and guidelines developed for horizontal spread		x	x	x																																																	
Methodology and guidelines developed for vertical spread		x	x	x																																																	
Outcome 5 : Project Management																																																					
Effective and efficient management system in place		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x					

Annex 6: Action list from SCI-SLM Inception Meeting

Action point	Responsible person/ agency	Target
Countries develop their own: <ul style="list-style-type: none"> Results framework Baseline Scenario analysis: where we envisage to end up 	National leading agencies	asap
Develop standardized templates	CEAD and CIS	asap
Identification of communities	National leading agencies	end year 1 (deadline end year 2)
Create project website	CEAD	By end of 2009
Two-page project briefing note	CEAD with inputs from national leading agencies	asap (latest end of 2009)
Methodology for carbon measurement	Mohamed - UNEP	asap
Finalise membership of Regional/National Steering Committees	CEAD and National leading agencies	asap
Form core team (implementers) of partners	National leading agencies	asap
Have effective national management structures in place	National leading agencies	By end of Dec 2009
Finalise PCA and disburse funds to countries	CEAD-UNEP	By 1 Oct
Send signed PCA to national leading agencies	CEAD	asap
Sub-contracting between CEAD, national leading agencies and CIS	CEAD, national leading agencies, CIS	asap
Instructions to authorise the direct disbursement of funds to national leading agencies	CEAD	1 Oct
Provide bank details to CEAD-> UNEP	National leading agencies	asap
Direct disbursement of funds to national leading agencies based on CEAD's instructions	UNEP	1 Oct
Make list of outputs from the very beginning of the project	CEAD (but also national leading agencies and CIS)	throughout the project
Internal schedule for reporting activities sent to the national leading agencies	CEAD	asap
First progress report	CEAD & national leading agencies	end Dec2009, end Nov internal deadline for national leading agencies
Re-imbursement of expenses for inception meeting to national leading agencies and CIS	CEAD	asap
Setting up M&E systems	CEAD & CIS	By Dec 31, 2009
Design logo	All	asap
Next NSC Meeting	Morocco and CEAD	Within 6 months

