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Approach Paper

Review of the
Sustainability and Resilience for Food Security in Sub-Saharan Africa
Integrated Approach Pilot

18 January 2017

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Acronyms

CCD	Convention to Combat Desertification
CEO	Chief Executive Officer
FAO	Food and Agriculture Organization
GEB	Global Environmental Benefit
GEF	Global Environment Facility
IAP	Integrated Approach Pilot
IEO	Independent Evaluation Office
IFAD	International Fund for Agricultural Development
OPS-6	the sixth Overall Performance Study
PFD	Program Framework Document
PMIS	Project Management Information System
SSA	Sub-Saharan Africa
STAP	Scientific and Technical Advisory Panel
STAR	System for Transparent Allocation of Resources
TTL	Task Team Leader
UNDP	United Nations Development Program
UNFCCC	United Nations Framework Convention for Climate Change
UNIDO	United Nations Industrial Development Organization

Background

1. The Global Environment Facility (GEF) provides grants to developing countries and countries with economies in transition for projects and programs that address global environmental concerns related to biodiversity, climate change, international waters, land degradation and chemicals. The governance structure of the GEF includes an Assembly, a Council, a Secretariat, a Scientific and Technical Advisory Panel (STAP) and an Independent Evaluation Office (IEO).

2. As part of its work program for GEF-6, IEO has been tasked to review the GEF IAP Program being implemented in GEF-6, developed building on the GEF past experience in designing and implementing programmatic approaches.¹ This program is composed of three pilots: (i) the *Sustainability and Resilience for Food Security in Sub-Saharan Africa* Integrated Approach Pilot (in short, Food Security IAP); (ii) the *Sustainable Cities* IAP (in short, the Cities IAP); and the (iii) *Taking Deforestation out of Commodity Supply Chains* IAP (in short, the Commodities IAP). These three pilots have in common that they are designed with the objective to address global environmental issues more holistically, within a much broader and more complex set of development challenges. GEF contributions to these challenges seek to ensure that key global environmental issues are adequately considered in this broader context and to identify the most effective and innovative ways to use funds to reach a greater impact and scale, by working with a broad range of organizations and sectors. In other words, IAPs aim to support activities in recipient countries that can help them generate those Global Environmental Benefits (GEBs) that correspond to more than one global environmental convention or GEF focal area, by tackling the underlying drivers of environmental degradation.²

3. This Approach Paper refers to the review of the Food Security IAP. As information on results is not available, IEO plans to adopt a formative approach to this review. Implementation of the activities supported by the Food Security IAP in the field has not yet started. At the time of writing, only half of the country child projects has been endorsed by the GEF Chief Executive Officer (CEO). The review will therefore focus on the start-up of the pilot, its uptake by the target group in the target countries and the process through which it is being launched.

4. IEO is also currently conducting the Evaluation of Programmatic Approaches in the GEF.³ The main purpose of this major thematic evaluation is to assess whether and how GEF programs have delivered the expected results in terms of global environmental benefits while addressing the main drivers of global environmental change as compared with stand-alone projects. It also aims at providing evidence on the performance of GEF programs. Evidence and emerging findings from the programmatic approaches evaluation will contribute to the review of the Food Security as well as the Cities and the Commodities IAPs.

The Food Security IAP: Program Objectives and Implementation

5. The Food Security IAP is well summarized in the related Program Framework Document (PFD) (GEF internal document, 2015). Its overall objective is to “*Support countries in target geographies for integrating priorities to safeguard and maintain ecosystems services into investments improving smallholder agriculture and food value chains*”. The program targets 10 million hectares of production

¹ Global Environment Facility. [GEF-6 Programming Directions](#), March 2014.

² See <https://www.thegef.org/topics/integrated-approach-pilots>

³ GEF IEO. <https://www.thegef.org/gef/sites/thegef.org/files/EO/GEF-Programmatic-Approaches-Approach-Paper.pdf>

landscapes with 2-3 million beneficiary households in drylands ecosystems of 12 Sub-Saharan African (SSA) countries, having a long record of concerns about food security and environmental sustainability.

6. The Food Security IAP seeks to tackle one of the major drivers of environmental degradation – *food production* – by advancing a holistic and integrated approach to enhancing agricultural productivity in smallholder systems where food insecurity is directly tied to agricultural output. By focusing on safeguarding those natural resources — *land, water, soils, trees and genetic resources* — that underpin food and nutrition security in SSA drylands, the program aims at strengthening soil health, improve farmers access to drought-tolerant seeds, adjust planting periods and cropping portfolios, and enhance on-farm agro-biodiversity. This, in turn, is expected to foster sustainability and resilience of food production systems while at the same time reducing land degradation and biodiversity loss, recovering natural vegetation and increasing soil carbon. More specifically, the Food Security IAP “*combines a bottom-up approach at country level to removal of barriers to: policy and institutional reforms; to scaling up of integrated approaches; and to monitoring and assessment for effective knowledge management, with regional support to capacity building, knowledge services and co-learning to contribute to sustainable intensification of agriculture in SSA and to deliver impact at scale with GEF resources.*” (PFD, p.21).

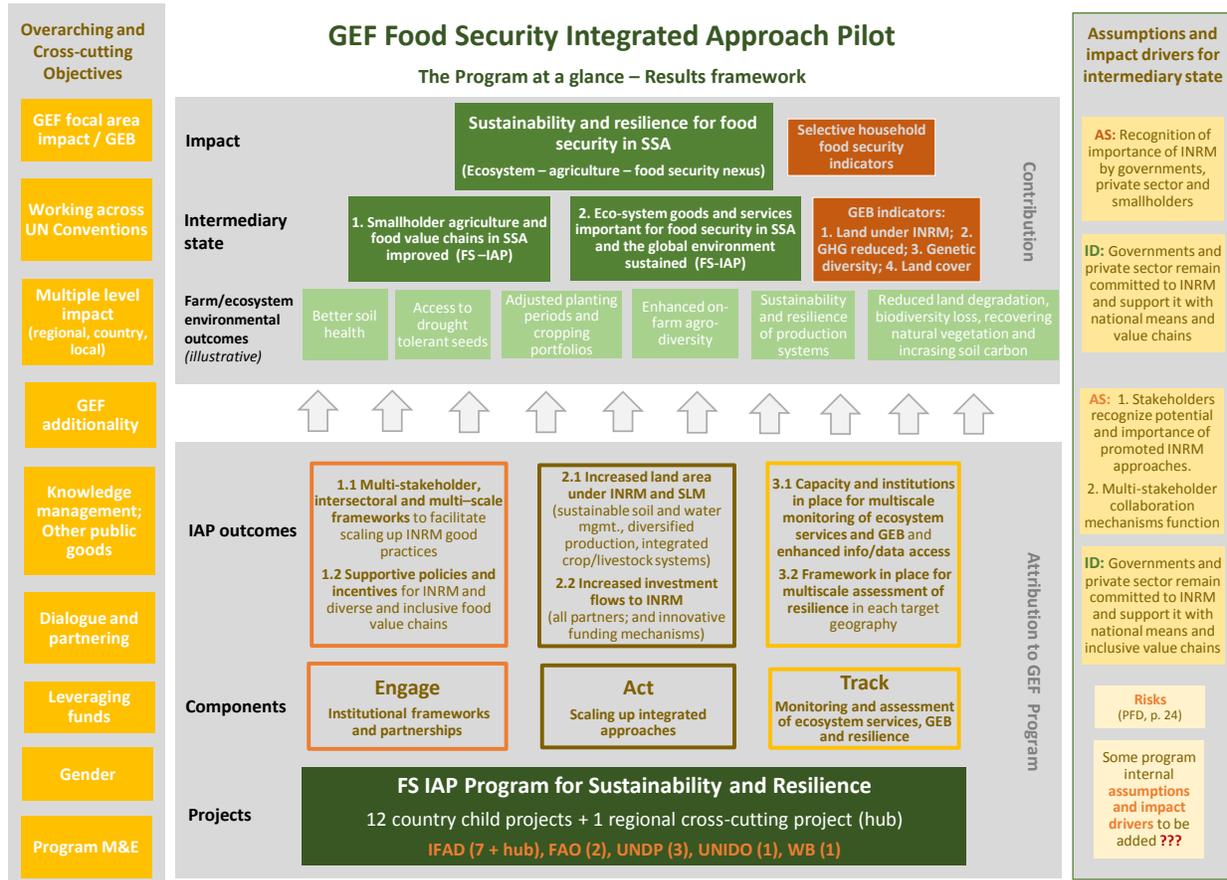
7. According to the program PFD, the GEF resource envelope for the Food Security IAP is roughly USD 104 million (Annex 2).⁴ The program budget cuts across three GEF-6 programming resources through STAR country allocations for the GEF focal areas of Land Degradation (28%), Biodiversity (15%), and Climate Change (11%), supplemented by set-aside Regional Incentives funds (46%). The program is geared to contribute to GEBs in the respective focal areas, as well as implicitly contributing to country capacity to implement multilateral environmental agreements (Annex 3). It tries to achieve synergies in generating multiple GEBs addressing guidance from three United Nations (UN) environmental conventions, namely the UN Convention to Combat Desertification (UNCCD), the Convention for Biological Diversity (CBD) and the UN Framework Convention for Climate Change (UNFCCC). The program involves five GEF Agencies, namely the International Fund for Agricultural Development (IFAD) as the lead agency, the Food and Agriculture Organization (FAO), the United Nations Development Programme (UNDP), the United Nations Industrial Development Organization (UNIDO) and the World Bank. Detailed program coordination arrangements and planned regional capacity building and knowledge exchange platforms are shown in Annex 4.

8. The Food Security IAP is designed to be implemented over five years in Burkina Faso, Burundi, Ethiopia, Ghana, Kenya, Malawi, Niger, Nigeria, Senegal, Swaziland, Tanzania and Uganda. The program adopts a three-pronged approach that: (i) ENGAGES stakeholders across the public and private sectors, and across environment and agriculture to foster collective action and coherent policies; (ii) ACTS to scale up, diversify and adapt practices for a large-scale transformation of agroecosystems; and (iii) TRACKS ecosystem services and resilience to enable more informed decision-making on agriculture and food security at multiple scales.⁵ Figure 1 provides the linkages between the most important program elements and objectives, as well as its overarching and cross-cutting objectives and underlying assumptions and impact drivers. This model will be used by the team to clarify and critically assess the theory of change embodied in the Food Security IAP and its practical application and implementation in operations.

⁴ This figure does not include the ‘Hub’ Project for coordination, knowledge sharing and M&E (GEF ID 9140), for which USD 10.8 million are earmarked from the GEF Trust Fund, together with USD 85 million cofinancing from IFAD, FAO, UNEP, UNDP, ICRAF, AGRA, CI, and Bioversity int’l. At the time of writing, the Hub project was first submitted to the GEF Secretariat and IFAD is awaiting comments.

⁵ Global Environment Facility. [Fostering Sustainability and Resilience for Food Security in Sub-Saharan Africa](#), November 2015.

Figure 1: Food Security IAP – Results Framework



Sources: elaborated based on the PFD and the document [Outcome mapping of IAP - food security](#). (A. Tengberg, Draft 2015-09-29).

Purpose and Objectives

9. The purpose of this review is to critically assess the potential of the Food Security IAP to generate multiple GEBs by tackling one of the main drivers of environmental degradation –food production– in natural resource poor farming systems. The objectives are to evaluate the coherence of the Food Security IAP design with GEF-6 focal area strategies, its alignment with convention guidance and its capacity to reflect synergies in delivering focal area strategies while accounting for country needs and ownership. The review will also look at the IAP initial uptake in participating countries and the efficiency of its launching process. This review is being undertaken as an input to the Sixth Comprehensive Evaluation of the GEF (Overall Performance Study – OPS-6).

Scope and Key Questions

10. The review will look at the Food Security IAP and related child projects since the first development of the program concept at the beginning of GEF-6 to date. The following are the main questions the review will aim to answer:

- i. To what extent does the IAP integrated programming concept –as applied to the Food Security IAP– differ from previous GEF programmatic approaches, and provide additionality in terms of innovative approaches/processes/thinking and issues?
- ii. To what extent does the Food Security IAP link up with multiple GEBs/Environmental Conventions/GEF focal areas?
- iii. To what extent does the Food Security IAP make use of GEF Agencies’ comparative advantage?
- iv. To what extent has gender and resilience been taken into account in the Food Security IAP design?
- v. How efficiently has the start-up of the Food Security IAP been, and what has been the uptake by the target groups thus far?
- vi. What use has been made of funding sources for integrated programming (i.e. use of STAR resources versus GEF set-aside funding opportunities, cofinancing leverage potential)?

11. An evaluation matrix composed of the key questions, relevant indicators, sources of information and methods has been developed as a result of a detailed evaluability assessment (Annex 1). The matrix is structured around the six key evaluation questions and includes specific quantitative and qualitative indicators as well as methods and sources of data.

Approach, Resources and Timeline

12. The review will apply a mixed methods approach, encompassing desk and literature review, quality at entry/outcome mapping through a project review template developed jointly for the three parallel IAP reviews, portfolio and project cycle analysis, and perceptions gathering through central level interviews/focus groups and an online survey specifically designed to gather country stakeholder perceptions.⁶ The literature review will concentrate on the state of the art in food security integrated approaches focusing on efforts to reconcile the need to intensify smallholders agricultural and livestock production systems with environmental conservation and sustainable natural resource management considerations.

13. Triangulation of the information and qualitative as well as quantitative data collected will be conducted at completion of the data analysis and gathering phase to determine trends and identify the main findings, lessons and conclusions. Different stakeholders will be consulted during the process to test preliminary findings.

14. The evaluation will be conducted by a team led by a Senior Evaluation Officer from the IEO. The team includes an externally recruited senior evaluator and a research assistant.⁷ The skills mix required to complete this review includes evaluation experience and knowledge of IEO’s methods and practices; familiarity with the policies, procedures and operations of GEF and its Agencies; knowledge of the GEF and external information sources; demonstrated skills and long term experience in food security, including its most recent developments and the food insecurity-environment nexus, as well as practical,

⁶ The survey will be designed and administered in common for the three reviews.

⁷ The research assistant will support the portfolio data entry and analysis for the three parallel IAP reviews.

policy, and/or academic expertise in key GEF focal areas of the programs under analysis (i.e. land degradation, climate change and biodiversity).

15. Ad hoc missions to conduct central level interviews with relevant stakeholders will be conducted on an opportunistic basis. These include a mission by the Senior Consultant to Rome for interviews at IFAD and FAO. The Senior Consultant will travel to Washington for interviews with the GEF Secretariat, STAP and the World Bank. Interviews with the UN conventions will be conducted in common for the three reviews, this including a mission by the Senior Consultant to Bonn for interviews at UNFCCC and UNCCD. On 2-4 May 2017, the IEO Task Team Leader (TTL) will travel with the Senior Consultant to Kenya to participate in the Food Security IAP launching event and conduct interviews with relevant country partners.

16. The review will be conducted between January and September 2017. The initial work plan presented in Figure 2 will be adapted as a result of further preparations.

Figure 2: Timetable

Task	Year Month	2017								
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Approach Paper		x								
Background information and scoping (issues/questions, time/scale, portfolio)		x								
Draft Approach Paper uploaded on the IEO website		x								
Documentation review		x								
Portfolio analysis (PRT design and filling)			x	x						
Interviews (in Rome, Bonn, Montreal and Washington)		x	x	x						
Online survey			x	x						
Preliminary findings					x					
Gap filling/additional analyses/consolidation with the other two IAP reviews						x	x			
Draft Report							x			
Due diligence (gathering feedback and comments)								x		
Final Report									x	
Presentation to Council in the SAER										->
Edited report										->
Dissemination and outreach										->

References

- GEF 2016. Evaluation of Programmatic Approaches in the GEF. Approach Paper. March 2016.
- GEF 2015. GEF Program Framework Document. Fostering Sustainability and Resilience for Food Security in Sub-Saharan Africa – An Integrated Approach. April 17 2015
- GEF 2015. GEF 2020 - Strategy for the GEF.
- GEF Independent Evaluation Office. 2015. Addressing Gender in Evaluations. Guidance for Approach Papers. Draft December 2015.
- GEF 2014. GEF-6 Programming Directions. Extract from GEF Assembly Document GEF/A.5/07/Rev.01, May 22, 2014.
- Scientific and Technical Advisory Panel (STAP) 2016. Designing Projects in a Rapidly Changing World. RAPTA. Guidelines for embedding resilience, adaptation and transformation into sustainable development projects (Version 1.0).
- Tengberg, Anna. Outcome mapping of IAP - food security. Draft 2015-09-29

Annex 1: Evaluation Matrix

Key questions and indicators / what to look for	Evaluation criteria; levels	Sources of information	Methodology	Responsibility
1. To what extent does the IAP integrated programming concept - as applied to the FS IAP – differ from previous programmatic approaches, and provide additionality in terms of innovative approaches /processes /thinking and issues?				
<p>Evidence for a different and more holistic approach and for innovations taken (1) at FS IAP program level and (2) in child projects (CP) (including co-financing)</p> <ul style="list-style-type: none"> - # of CP with aligned objectives, similar components, M&E indicators and modalities compared with earlier approaches - perceptions on coherence and integration - governance arrangements and management for synergy were agreed on by all strategic partners - frequency and quality of references to innovative thinking - perceptions on promising mechanisms for scaling-up and replication in CP design and budgets - existing mechanisms for institutional capacity building in PFD and CPs, covering enabling policy environment and effective knowledge and learning - PFD and CP design include lessons learnt from previous PAs 	<p>Relevance; Process; Strategic; Program FS IAP and child projects</p>	<ul style="list-style-type: none"> -Review of program and project documents (including survey-monkey scanning of documents) -Review of meeting records, key email exchanges - Data and early findings from the Evaluation of Programmatic Approaches -Interview GEF secretariat -Interview IFAD and other Implementing Agencies -Interviews at AGRA, ICRAF, Bioversity, CAADP, CILSS etc.) 	<ul style="list-style-type: none"> -Desk Analysis and interviews -Portfolio review, QEA (CP) -Literature review of FS integrated approaches (INRM) 	<ul style="list-style-type: none"> -Consultant -Senior evaluator GEF IEO -Research analyst (CP)
2. To what extent does the FS IAP link up with multiple GEBs / Environmental Conventions / GEF focal areas?				
<p>Alignment of GEF Strategy, GEF focal areas and multiple GEBs:</p> <ul style="list-style-type: none"> - Objectives and priorities of FS IAP PFD and CP are demonstrably aligned with GEF-6 Strategy and resource allocation framework - FS IAP PFD and CP results frameworks contain outcome and impact indicators that contribute to multiple GEBs across GEF focal areas (LD, BD, CC) - Focus on major drivers in the FS IAP PFD and CP that promotes synergy in delivering focal area strategies and implementing MEAs: 	<p>Relevance; Corporate; Strategic</p>	<ul style="list-style-type: none"> -Documentation review, particularly GEF 6 Programming Directions and GEF 2020 strategy -Interview GEF secretariat -Interview IFAD 	<ul style="list-style-type: none"> -Desk Analysis and interviews 	<ul style="list-style-type: none"> -Consultant -Senior evaluator GEF IEO
<p>Commitments of the participating countries are re-enforced to implement the three relevant UN Conventions (UNCCD, CBD and UNFCCC) in an integrated way to maximize synergies and generate multiple GEBs across conventions.</p> <ul style="list-style-type: none"> - Concrete references to the Conventions’ major objectives in the CPs - Specific measures planned at country level to enhance cooperation across ministries, agencies and other stakeholders; strategies; and at multiple levels 	<p>Relevance; Corporate; Strategic; Process</p>	<ul style="list-style-type: none"> -Documentation review of program and project documents -Interview GEF secretariat -Interview UN Conventions -Country stakeholders 	<ul style="list-style-type: none"> -Desk Analysis and interviews - Online survey - Nairobi launch workshop 	<ul style="list-style-type: none"> -Consultant -Senior evaluator GEF IEO -Research analyst (Online survey)

3. To what extent does the FS IAP make use of GEF Agencies' comparative advantage?

<p>Lead and Implementing Agencies chosen based on comparative advantage</p> <ul style="list-style-type: none"> - technical experience in the relevant themes: # and quality of relevant publications; length of work on the theme - active in targeted ecosystems in SSA: # of projects, length of engagement - resources and connections deployed for dialogue with Governments and scaling up: leverage and catalytic potential; co-financing funds, # of staff in the field - trusted by Governments, regional institutions and non-Government agencies to mobilize and coordinate institutional support -successfully worked with GEF in other projects and programs before 	<p>Relevance, Strategic, Process</p>	<ul style="list-style-type: none"> - Documentation review of program and project documents - Interview GEF secretariat - Interview IFAD and other Agencies - Interview UN Conventions - Country stakeholders 	<ul style="list-style-type: none"> -Desk Analysis and interviews -Online survey - Nairobi launch workshop 	<ul style="list-style-type: none"> -Consultant -Senior evaluator GEF IEO
<p>GEF works in collaborative partnerships in FS IAP design and start-up for GEBs</p> <ul style="list-style-type: none"> -Design and start-up harnessed the comparative strengths of the Agencies, STAP and the GEF secretariat (G) -Program design engaged a broader constituency beyond the traditional entities (G) -Partnerships_ Extent to which FS-IAP works in concert with the African Union's Environment Action Plan (EAP) and CAADP (PFD, p.31) - # and type of meetings, decisions sought and obtained in these meetings 	<p>Strategic, Process</p>	<ul style="list-style-type: none"> - Review of program and project documents -Specific sources: meeting minutes, GEF Council documents & related decisions -Interview GEF secretariat, IFAD and other Agencies, UN Conventions -Interviews at AGRA, ICRAF, Bioversity, AU-EAP, CAADP etc. - Country stakeholders 	<ul style="list-style-type: none"> -Desk Analysis and interviews - Online survey - Nairobi launch workshop 	<ul style="list-style-type: none"> -Consultant -Senior evaluator GEF IEO -Research analyst (Online survey)
<p>Design process established the GEF as a key partner with a comparative advantage for tackling the drivers for food security and INRM more holistically</p> <ul style="list-style-type: none"> -GEF has specialized technical capacity and track record to work more holistically across different focal areas; a program for innovation (# and quality of publications, evaluation records on past engagement, track record in FS IAP design etc.) -GEF has institutional experience to work multi-institutionally and multi-scale (local, national, regional) - GEF brings in grants to facilitate regional Program Approach and generate critical mass to address problems that are not covered by others 	<p>Relevance, Strategic, Process</p>	<ul style="list-style-type: none"> - Documentation review (GEF corporate literature) - Interview GEF secretariat - Interview IFAD and other Agencies - Interview UN Conventions - Country Stakeholders 	<ul style="list-style-type: none"> -Desk Analysis and interviews -Online survey - Nairobi launch workshop 	

4. To what extent have gender and resilience been taken into account in the FS IAP design?

<p>Gender: evidence and missed opportunities at PFD and child project levels for:</p> <ul style="list-style-type: none"> - gender analysis conducted at design, ie. through stakeholder mapping - gender equality, women's empowerment and women leadership - gender responsive program and project results framework, reporting and M&E - share of women and men targeted as direct project beneficiaries - institutional capacity for gender mainstreaming re-enforced in Child Projects - inclusion of gender experts - percentage of CP that address each of the above 	<p>Project level; FS IAP level</p>	<ul style="list-style-type: none"> -Documentation review of GEF gender guidelines, program and project documents -Portfolio review -M&E planning documents -Interviews (selective with implementing agencies) -Country stakeholders 	<ul style="list-style-type: none"> -Desk Analysis and interviews -QEA -Online survey - Nairobi launch workshop 	<ul style="list-style-type: none"> -Consultant -Research analyst (QEA and Online survey)
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<p>Resilience: evidence for strategic resilience analysis, resilience indicators and targets in FS IAP program and CP documents; at local, country and regional levels</p> <ul style="list-style-type: none"> - timing of issuance of the RAPTA guidelines *compared with CP design) - # of times RAPTA is mentioned in CP documents and budgets - # of times alternative resilience guidelines or tools are mentioned - perceptions on usefulness, difficulty, actual use, etc. with involved stakeholders - CP design makes references to (i) resilience in a more static system sense, (ii) incremental adaptation, and (iii) transformational changes in livelihood strategies 	<p>Project level; FS IAP level</p>	<ul style="list-style-type: none"> -Review of RAPTA guidelines -Portfolio review -M&E planning documents -Interviews (selective with implementing agencies, STAP, CILSS etc.) -Country stakeholders 	<ul style="list-style-type: none"> -Desk Analysis and interviews -QEA -Online survey - Nairobi launch workshop 	<ul style="list-style-type: none"> -Consultant -Research analyst (QEA and Online survey)
<p>5. How efficiently has the start-up of the FS IAP been, and what has been the uptake by the target groups thus far?</p>				
<p>Evidence for coherence and strong program integration in design and start-up</p> <ul style="list-style-type: none"> - Coherence in objectives and design established across projects: # of CPs aligned - Regional cross-cutting child project (hub) supports program integration through establishing three platforms: timing of platform establishment, demonstrated contributions during CP design, references to innovative ways in hub CP/platform design, content, and operation - Differences in objectives and intended outcomes in FS IAP child projects compared to (i) other project or program co-financiers and (ii) previous phase(s) of project or program with or w/o GEF contribution 	<p>Relevance; Strategic</p>	<ul style="list-style-type: none"> -Documentation review of program documents -Portfolio review -Interviews with GEF Secretariat -Interview IFAD and others 	<ul style="list-style-type: none"> -Desk Analysis and interviews -Online survey 	<ul style="list-style-type: none"> -Consultant -Senior evaluator GEF IEO -Research analyst (QEA and Online survey)
<p>Platform 1. “Engage”: Institutional frameworks and partnerships.</p> <ul style="list-style-type: none"> -Arrangements in CP documents and budgets for partnering, collective action, new supportive policies and incentives, and inclusive value-chains; at program, project, country and regional level: countries and other partners show buy-in and ownership 	<p>Relevance; Strategic; Process; Program and Project</p>	<ul style="list-style-type: none"> -Documentation review of program and project documents (PIR, Feb. 2016 M&E workshop documents etc.) -Interviews at IFAD and other implementing agencies with selected project team leaders -Interviews at AGRA, ICRAF, Bioversity, CAADP etc.) -Country stakeholders 	<ul style="list-style-type: none"> -Desk Analysis and interviews -Portfolio review -Online survey - Nairobi launch workshop 	<ul style="list-style-type: none"> -Consultant -Research analyst (Online survey)
<p>Platform 2. “Act”: Scaling up.</p> <ul style="list-style-type: none"> -Diversified scaling-up mechanisms embedded in project design and budgets: for direct CP scaling-up, promoting increased and innovative investments to INRM, and large-scale agro-ecosystem transformation 				
<p>Platform 3. “Track”: M&E and knowledge.</p> <ul style="list-style-type: none"> -Specific evidence at program, project, country or regional level (in CP documents, budgets and elsewhere) for arrangements made to strengthen capacity and institutions for monitoring ecosystem services and resilience; better information and data access; and new mechanisms for learning and informed decision making on INRM and resilience 				
<p>Evidence for environmental focus and INRM mainstreaming across Conventions</p> <ul style="list-style-type: none"> - CP have SMART environmental indicators that are well aligned with GEBs - mainstreaming of environment and eco-system services is foreseen in CP and across GEF focal areas (LD, BD, CC) and institutions - priorities are aligned across scales (landscape, country and local) - analysis undertaken on challenges of INRM-FS integrated programming in CP - CP adopt good balance between upscaling and transformative innovations 	<p>Relevance; Strategic Project level</p>	<ul style="list-style-type: none"> -Portfolio review -Interviews at IFAD and other implementing agencies -Country stakeholders -Interviews with Conventions 	<ul style="list-style-type: none"> -Desk Analysis and interviews - INRM literature review -QEA, - Online survey - Nairobi launch workshop 	<ul style="list-style-type: none"> -Consultant -Senior evaluator GEF IEO -Research analyst (QEA and Online survey)

Program and project design modalities and costs - Projects / program design was done in a consultative and participatory way - CP design was sufficiently contextualized in specific country and ecosystem - Costs of integrated project design compared with similar projects/programs	Relevance; Process; Project and program design	-Portfolio review -Interviews in countries -Interviews at IFAD and other implementing agencies	-Desk Analysis and Interviews -Online survey	-Consultant -Research analyst (Online survey)
Country selection was based on relevance and established criteria (PFD, p.32): -agro-ecological coverage, leverage and catalytic potential; and government interest and institutional support	Relevance	-Program and other relevant documents -Interview GEF secretariat -Interview IFAD and other Agencies -Interview UN Conventions	-Desk Analysis and interviews - Online survey	-Consultant -Senior evaluator GEF IEO -Research analyst
Institutional performance at design and start-up - Evidence and good practice examples of <i>GEF secretariat coordination</i> in designing and launching the FS IAP, coherence, application of overall GEF and PFD principles - Overall evidence and good practice examples of <i>IFAD leadership</i> in coordination and partnerships: support through platforms, hub project, capacity and partnerships - Start-up efficiency and innovation of <i>Child Project Implementing Agencies</i> : project status and delays, compliance with partnership and administrative requirements (i.e. reporting); Are CPs different from traditional Agency projects?	Process; Start-up performance; Program level	-Documentation review -Interviews with all partners, particularly GEF Secretariat and IFAD	- Desk Analysis and interviews - Online survey	-Consultant -Senior evaluator GEF IEO -Research analyst (Online survey)
	Process; Start-up performance Project level	- Review of project documents -Interviews at implementing agencies (including IFAD), selected TTLs	-Desk Analysis and interviews - Online survey - Portfolio review	-Consultant -Research analyst (Online survey)
Uptake by target groups at project, country and regional level -# and type of actions taken at this point, i.e. designation of institutions, allocation of offices and staffs to the CPs - inclusion of national co-financing in the national budget	Effectiveness; Program and project levels	-Review of PIRs (if available) -Interviews with IFAD and others (GEF Secretariat etc.) -Country stakeholders	-Desk Analysis and interviews - Online survey - Launch workshop	-Consultant -Research analyst (Online survey)
M&E common standards and baselines - common standards for project/program monitoring and reporting developed; - extent to which M&E baselines have been established or are being planned, for CPs, at ecosystem level etc. - M&E burden for programmatic compared with stand-alone CPs /expected offsets	Process; Start-up performance Project and Program levels	-Documentation review, PIRs, Feb. 2016 M&E workshop reports -Interviews at IFAD and other implementing agencies; with selected project team leaders	- Desk Analysis and interviews	-Consultant
6. What use has been made of funding sources for integrated programming (i.e. use of STAR resources versus GEF set-aside funding, co-financing leverage)?				
Evidence for alignment of FS IAP with the STAR resource allocation framework	Relevance	-Documentation review -Interviews with GEF Secretariat and other relevant partners	-Desk Analysis and interviews	-Consultant -Senior evaluator GEF IEO -Research analyst (Online survey)
Extent of selection of FS-IAP agencies to maximize co-financing, leverage and scale-up potential; evidence for a-priori assessment of the landscape for environment funding for food-security in Africa	Relevance; Efficiency			
Evidence for the way that access to additional funding sources through STAR affected country willingness to participate in FS IAP as compared with previous GEF projects	Relevance; Efficiency	-Interviews with GEF Secretariat, IFAD, and country representatives	- Interviews - Online survey - Nairobi launch	

Annex 2: Food Security IAP – Child Projects

GEF_ID	Country	GEF Project Manager	Child Project Title	GEF Agency	Agency Contact Name	Status	Date	Land Degradation	Biodiversity	Climate Change	Regional Incentive	TOTAL
								PFD amount (US\$ million)				
9141	Burkina Faso	Jean-Marc Sinnassamy	Fostering Participatory Natural Resource Management Project	IFAD	Naoufel Telahigue	CEO Endorsed	10/3/2016	4	0	0	4	7.923
9178	Burundi	Jean-Marc Sinnassamy	Support for sustainable food production and enhancement of Food security and Climate Resilience in Burundi's Highlands	FAO	Fritjof Boerstler	Submission Pending		1.28	1	2	4	8.062
9135	Ethiopia	Jean-Marc Sinnassamy	Integrated Landscape Management to Enhance Food Security and Ecosystem Resilience	UNDP	Phero K. Kgomotso	First Submission to GEFSEC		5.27	2	0	4	11.1
9340	Ghana	Jean-Marc Sinnassamy	Sustainable Landscape Management Project in Northern Ghana	WB	Martin Fodor	CEO Endorsed	5/2/2016	4.32	3.18	2.41	4	13.92
9139	Kenya	Roland Sundstrom	Establishment of the Upper Tana Nairobi Water Fund	IFAD	Stephen Twomlow	CEO Endorsed	7/20/2016	2	1	1	4	7.85
9138	Malawi	Fareeha Iqbal	Enhancing the Resilience of Agro-Ecological Systems (ERASP)	IFAD	Stephen Twomlow	First Submission to GEFSEC		1.5	1	1.5	4	7.8
9136	Niger	Jean-Marc Sinnassamy	Smallholder agricultural development programme	IFAD	Naoufel Telahigue	CEO Endorsed	9/7/2016	3.35	0.5	0.55	4	8.323
9143	Nigeria	Jean-Marc Sinnassamy	Fostering Sustainability and Resilience for Food Security in Nigeria	UNDP	Phero K. Kgomotso	Submission Pending		1	2.8	0.2	4	7.782
9134	Senegal	Jean-Marc Sinnassamy	Agricultural Value Chains Resilience Support Project (PARFA)	IFAD/ UNIDO	Phero K. Kgomotso (UNDP) ???????????? (IFAD)	CEO Endorsed	12/5/2016	3	0	1	4	7.869
9133	Swaziland	Roland Sundstrom	Climate-Smart Agriculture for Climate-Resilient Livelihoods	IFAD	Stephen Twomlow	CEO Endorsed	7/6/2016	1	2	1	4	7.8
9132	Tanzania	Mohamed Bakarr	Reversing Land Degradation trends and increasing Food Security in degraded ecosystems of semi-arid areas of central Tanzania	IFAD	Stephen Twomlow	Submission Pending		1	2	1	4	7.8
9137	Uganda	Fareeha Iqbal	Fostering Sustainability and Resilience for Food Security in Karamoja sub region	UNDP/ FAO	Phero K. Kgomotso (UNDP) Fritjof Boerstler (FAO)	Submission Pending		2.1	0.6	1.28	4	7.7
9070/ 9140	Regional	Mohamed Bakarr	Cross-Cutting/Regional "Hub" Project	IFAD	Eric Patrick	Submission Pending						
Total								29.82	16.08	11.94	48	103.929

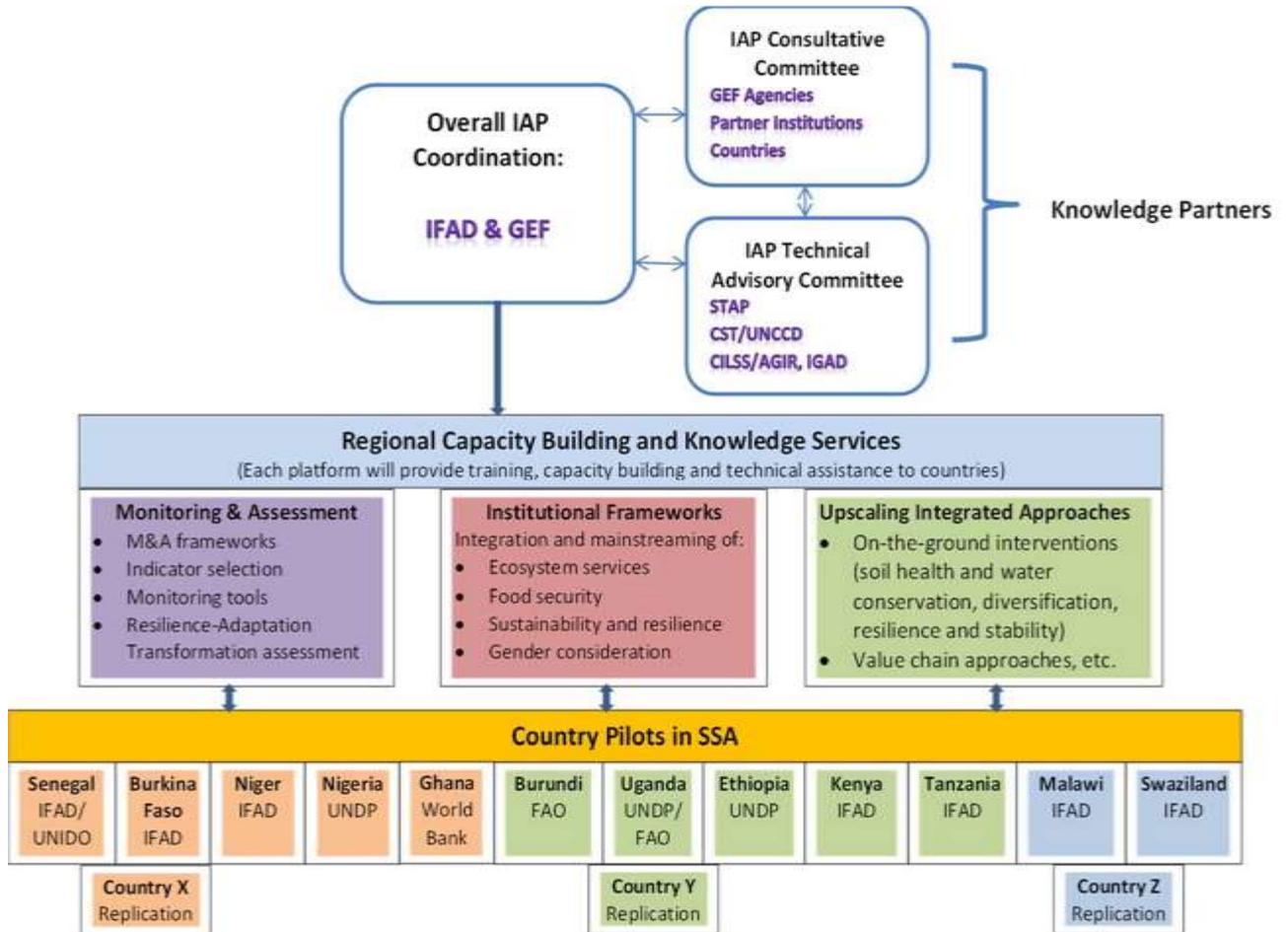
Sources: Programme Framework Document (PFD) - Food Security IAP; PMIS data as of 9 January 2017

Annex 3: Extract from the GEF-6 Corporate Results Framework

GEF-6 Results	GEBs Targets
1. Maintain globally significant biodiversity and the ecosystem goods and services that it provides to society	<ul style="list-style-type: none"> Improved management of landscapes and seascapes covering 300 million hectares
2. Sustainable land management in production systems (agriculture, rangelands, and forest landscapes)	<ul style="list-style-type: none"> 120 million hectares under sustainable land management.
3. Promotion of collective management of transboundary water systems and implementation of the full range of policy, legal, and institutional reforms and investments contributing to sustainable use and maintenance of ecosystem services	<ul style="list-style-type: none"> Water-Food-Energy-Ecosystems security and conjunctive management of surface and groundwater in at least 10 freshwater basins; 20% of globally over-exploited fisheries (by volume) moved to more sustainable levels
4. Support to transformational shifts towards a low-emission and resilient development path	<ul style="list-style-type: none"> 750 million tons of CO2 equivalent mitigated
5. Increase in phase-out, disposal and reduction of releases of POPs, ODS, mercury and other chemicals of global concern.	<ul style="list-style-type: none"> Disposal of 80,000 tons of POPs (PCB, obsolete pesticides) Reduction of 1000 tons of Mercury Phase-out of 303.44 tons of ODP (HCFC)
6. Enhance capacity of countries to implement MEAs (multilateral environmental agreements) and mainstream MEAs into national and sub-national policy, planning financial and legal frameworks.	<ul style="list-style-type: none"> Development and sectoral planning frameworks integrate measurable targets drawn from the MEAs in at least 10 countries Functional environmental information systems are established to support decision-making in at least 10 countries

	Explicit contribution by FS IAP to GEBs
	Implicit contribution by FS IAP to GEBs

Annex 4: Food Security IAP – Coordination Arrangements



Source: Food Security IAP - Program Framework Document (PFD) - April 22, 2015