



منظمة الأغذية  
والزراعة  
للأمم المتحدة

联合国  
粮食及  
农业组织

Food  
and  
Agriculture  
Organization  
of  
the  
United  
Nations

Organisation  
des  
Nations  
Unies  
pour  
l'alimentation  
et  
l'agriculture

Organización  
de las  
Naciones  
Unidas  
para la  
Agricultura  
y la  
Alimentación

Country: Bangladesh

Title of Project: Integrated Agricultural Productivity Project  
Technical Assistance and Capacity  
Development Component

Project Symbol: UTF/BGD/044/BGD

Duration: 4 Years

Starting Date: 1 September 2011

Completion Date: 31 August 2015

Ministry responsible for Project  
Implementation: Ministry of Agriculture

Contribution from the GAFSP: USD 3 690 000

## *Executive Summary*

*Food and nutrition security in Bangladesh, the most densely populated country in the world, faces many challenges. These include climate change, scarce natural resources, high rates of poverty and malnutrition, and vulnerability to external shocks. Effective investment in agriculture and food and nutrition security is needed in order to address these mounting challenges. For investment operations to attain their desired impact, capacities for designing and managing these operations need strengthening.*

*This Global Agriculture and Food Security Programme (GAFSP) - funded Integrated Agricultural Productivity Project (IAPP) Technical Assistance (TA) component aims to do just this. The IAPP TA component fits within the development priorities of Bangladesh and is in line with national policies relating to agriculture, food security and nutrition. In particular, it is a part of the wider Country Investment Plan (CIP), which represents the priorities of a broad range of stakeholders in Bangladesh in relation to investment in agriculture, food security and nutrition.*

*Bangladesh received USD 50 million for the IAPP – USD 46.31 million for the World Bank supervised investment component and USD 3.69 million for this TA component. Interventions under this TA component are aimed to strengthen the impact of the IAPP investment component, implementation of the CIP and the agriculture, food and nutrition security investment sector as a whole.*

*The expected impact of the project is more effective, inclusive and country-owned agriculture, food security and nutrition investment programmes through strengthened national capacities. It will be achieved through three components:*

- 1. Capacity development in the design and management of investment operations, including the various technical, economic, social and environmental dimensions of project design, project management, Monitoring and Evaluation, etc.*
- 2. Strategic support in technical areas (water management – in complement to the IAPP investment component, seed sector quality assurance and nutrition) that have been prioritized by the Government and other stakeholders as critical to the development of key investments;*
- 3. Capacity development of stakeholders' organization to ensure inclusiveness of investment programmes and participation of these stakeholders in their design and implementation.*

*Capacity development activities will include short and medium term individual and group training, technical assistance, staff mentoring, study tours, workshops, information campaigns, etc., most of which will be provided by FAO as well as relevant higher education degrees. For this reason, the project will be implemented through a Unilateral Trust Fund (UTF) agreement between the Government of Bangladesh and FAO. Under this UTF, FAO will serve, in close consultation/collaboration with the Government's IAPP Steering Committee and Project Management Unit, as the implementer of the project, and will follow FAO internal rules and procedures for successful project implementation.*

## Table of Contents

Acronyms	10
<b>1. BACKGROUND</b>	
1.1 General Context	11
1.2 Sectoral Context	12
1.3 Country Led Food Security Policy and Plans	12
<b>2. RATIONALE</b>	
2.1 Problems to be Addressed	14
2.2 Stakeholders and Target Beneficiaries	14
2.3 Project Justification	15
2.4 Past and Related Work	15
2.5 FAO's Comparative Advantage	16
<b>3. PROJECT FRAMEWORK</b>	
3.1 Impact	16
3.2 Outcomes and Outputs	17
3.3 Description of Activities	17
3.4 Sustainability	21
3.5 Risks and Assumptions	21
<b>4. IMPLEMENTATION AND MANAGEMENT ARRANGEMENTS</b>	
4.1 Institutional Framework and Coordination	21
4.2 Strategy/Methodology	22
4.3 Government Inputs	22
4.4 Development Partner Inputs	23
4.5 Technical Support/Linkages	23
4.6 Management and Operational Support Arrangements	24
<b>5. OVERSIGHT, MONITORING, MANAGEMENT, INFORMATION AND REPORTING</b>	
5.1 Oversight and Reviews/Supervision	24
5.2 Monitoring and Knowledge Sharing	24
5.3 Communication and Visibility	25
5.4 Reporting Schedule	25
<b>ANNEXES</b>	
Annex 1 Budget	26
Annex 2 Logical Framework	31
Annex 3 Work Plan	36
Annex 4 Terms of Reference for Long Term National Personnel	37
Annex 5 Monitoring and Evaluation Framework	42
Annex 6 Description of Capacity Development Activities	45
Annex 7 Example of Financial Report Format	48

## Acronyms

ADB	Asian Development Bank
AGN	Nutrition and Consumer Protection
AGP	Plant Production and Protection
CIP	Country Investment Plan
CSO	Civil Society Organization
DANIDA	Danish International Development Agency
DIME	External Development Impact Evaluation
DFID	Department for International Development (UK)
DPs	Development Partners
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FAOR	FAO Representation
FOs	Farmers' Organizations
GAFSP	Global Agriculture and Food Security Programme
GoB	Government of Bangladesh
IADP	Integrated Agriculture Development Programme
IAPP	Integrated Agricultural Productivity Project
IFAD	International Fund for Agricultural Development
JCS	Joint Cooperation Strategy
LTU	Lead Technical Unit
MoA	Ministry of Agriculture
MDG	Millennium Development Goal
MoFDM	Ministry of Food and Disaster Management
MoFL	Ministry of Fisheries and Livestock
NFP	National Food Policy
NFP PoA	National Food policy Plan of Action
NFPCSP	National Food Policy Capacity Strengthening Project
NGO	Non Governmental Organization
NMTPF	National Medium Term Priority Framework
NRL	Land and Water Division
PD	Project Director
OEK	Office of Knowledge Exchange, Research and Extension
PoA	Plan of Action
PMU	Project Management Unit
RAP	Regional Office for Asia and the Pacific
SE	Supervising Entity
SOFI	The State of Food Insecurity in the World
TA	Technical Assistance
tbd	to be determined
TCI	FAO Investment Centre
UTF	Unilateral Trust Fund
UNDAF	United Nations Development Assistance Framework
USAid	United States Agency for International Development
WB	World Bank

## 1. BACKGROUND

### 1.1 General Context

Bangladesh is the *most densely populated country in the world*, with a population of approximately 160 million people, and a geographical area of only about 145 000 km<sup>2</sup>. This means a density of 1 100 people/km<sup>2</sup>, resulting in difficult living conditions and pressure on natural resources. The population continues to grow at a rate of two million people annually, requiring an estimated additional 300 000 tonnes of food grain per year, not to mention other food requirements needed to address the country's huge malnutrition issue. Although food grain production has tripled during the last 30 year period, the production of other major food crops, such as pulses, oilseeds, fruits, vegetables, fish, milk, meat and eggs, which are essential for a diversified and balanced diet, has not improved and still remains far below the actual requirements (National Medium Term Priority Framework [NMTPF], 2010-2015). Furthermore, despite active efforts and gains made in decreasing the proportion of undernourished, the actual number was still as high as 41.7 million in 2005-2007 (**State of Food Insecurity in the World** [SOFI], FAO).

*Climate change* poses another challenge to Bangladesh's food security. The country has seen increased intensity and frequency of extreme climatic events, such as recently devastating cyclones Sidr and Aila, floods and tidal surges. Rainfall variability, sea level rise and increased water and soil salinity are additional problems resulting from climate change in Bangladesh. They all aggravate poverty, food insecurity and water supply challenges. Bangladesh requires vast resources, both financial and technological, to cope with climate change hazards.

Further, the country struggles with deteriorating access, both in quantity and quality, to already *scarce natural resources*. Agricultural land decreases by 0.5 percent each year, with its fertility declining over time as well. Water scarcity during the dry season is another concern for the country. Ground water suffers from declining water tables and quality of water is decreasing due to upstream pollution. Arsenic contamination has become a health concern.

Despite improvements over time that have lowered the *poverty rate in Bangladesh*, it still *remains very high*, at an estimated 36 percent in 2008-2009. This constrains citizens' economic and social access to food, and also contributes to Bangladesh having one of the *highest rates of malnutrition* in the world. Malnutrition's adverse effects are particularly prevalent among children, adolescents and pregnant and lactating women. Despite the fact that the country has reached dietary energy self sufficiency, many Bangladeshis suffer from dietary protein and micronutrient deficiency, with malnutrition contributing to more than 50 percent of child deaths throughout the country.

Finally, Bangladesh is very *vulnerable to external shocks*. These include weather related shocks (cyclones, flash floods, etc.), food price shocks and the financial and economic turmoil. Resilience mechanisms are needed to ensure stable access to food during times of crisis.

## 1.2 Sectoral Context

### 1.2.1 Development priorities and MDGs

Fighting food and nutrition insecurity is the first priority of the Government of the People's Republic of Bangladesh, in line with *Millennium Development Goal (MDG) 1*. Evidence of this commitment can be seen through the election manifesto of the current Government and relevant constitutional provisions.

Additionally, Bangladesh's *National Strategy for Accelerated Poverty Reduction II* was released in December of 2009. This important document outlines the vision and proposed actions in support of poverty reduction, including for agriculture as a major contributor to pro-poor economic growth, food security, safety nets as well as nutrition.

### 1.2.2 NMTPF, United Nations Development Assistance Framework (UNDAF) and the Joint Cooperation Strategy (JCS)

FAO and the Government have jointly developed a draft *National Medium Term Priority Framework of Bangladesh (NMTPF)* for the period 2010-2015. This strategic planning and management tool is designed to provide FAO with a basis for a mid-term country programme in line with the priorities and policies of the Government. The NMTPF outlines the following as key areas for FAO support to implementation of Government priorities:

- poverty reduction and enhancing food security;
- increasing farm productivity and agricultural diversification;
- sustainable management of natural resources;
- disaster risk management and building capacity to cope with climate change risks;
- greater R and D thrust for unfavourable eco-system in the Southern region;
- promoting agribusiness and market infrastructure;
- ensuring public food quality and safety;
- enhancing capacity on knowledge generation and management;
- establishing pluralistic extension system.

The UN system is currently developing its next **United Nations Development Assistance Strategy (UNDAF)** of which agriculture and food security is an important part.

Further, in the context of the "Paris Declaration on Aid Effectiveness," the People's Republic of Bangladesh together with 18 development partners has signed a **Joint Cooperation Strategy (JCS)** on 2 June 2010. This strategy aims to enhance the effectiveness of development assistance in Bangladesh by creating common platforms for national and sector dialogues and facilitating a nationally-owned change process for improving aid delivery. Its purpose is to align foreign aid to the National Strategy and to go forward with the aid dialogue and coordination process under the Government's leadership.

## 1.3 Country-Led Food Security Policy and Plans

The Government has developed its **National Food Policy (NFP)** which represents a unique exercise as a comprehensive approach to food security, encompassing the three dimensions of

food security (availability, access, utilization). It was approved by the cabinet in August 2006 and has three objectives:

1. Adequate and stable supply of safe and nutritious food.
2. Increased purchasing power and access to food for the people.
3. Adequate nutrition for all individuals, especially women and children.

Further, a **Plan of Action (PoA) (2008 - 2015)** of the National Food Policy was prepared by inter ministerial Thematic Teams coordinated by the Ministry of Food and Disaster Management (MoFDM). The PoA translates the NFP into 26 strategic areas of intervention and, under each one of them, identifies priority actions, responsible actors and a set of policy targets and indicators. The PoA represents a major effort towards coordinated implementation and monitoring of the NFP. It was approved in August 2008 and officially launched in May 2009. The preparation of the National Food policy Plan of Action (NFP PoA) was very **inclusive**, involving 11 ministries, civil society, Non Governmental Organization (NGOs), the private sector and Bangladesh development partners (with a particular effort by FAO, the United States Agency for International Development [USAID] and the European Union, who have been providing capacity building and technical support to the Government throughout the exercise).

In 2010, this PoA was converted into a **Country Investment Plan (CIP)**, developed with a **coherent set of priority investment programmes to improve food security in an integrated way**. In June 2010, it was endorsed by the Government and its Development Partners (DPs) as the main tool for investing in agriculture, food security and nutrition. The CIP is **comprehensive** in that it covers the three dimensions of food security (availability, access, utilization). It aims at linking these dimensions, in particular by shaping food availability proposals (mostly related to agriculture) so that they enhance access and improved nutrition for the most food insecure and malnourished. However, its scope is streamlined by building on past and ongoing investments, identifying gaps and needs for scaling up, and by incorporating the current priorities expressed by the Government. In March 2011, the CIP was updated on the basis of an extensive consultation process and was discussed during a national forum on 20 March 2011 on the basis of which the updated version was finalized in May 2011.

The CIP serves four purposes: (i) to help **plan and invest resources in a coordinated way** integrating the three dimensions of food security; (ii) to **increase convergence of People's Republic of Bangladesh budget and external funding** in support of agriculture, food security and nutrition; (iii) to **mobilize additional resources** (both from the budget and from external partners); (iv) to **monitor and evaluate** investments in agriculture, food security and nutrition and prescribe remedial measures.

The CIP greatly contributed to Bangladesh's success in receiving funding from the **Global Agriculture and Food Security Programme (GAFSP)**, which is the source of financing of this project.

## 2. RATIONALE

### 2.1 Problems/Issues to be Addressed

Both the Government and its DPs consider insufficient organizational and human capacities a major impediment to the design and effective implementation of investment operations in the field of agriculture, food and nutrition security. Developing capacities in the field of investment cycle management (planning, design, implementation, management and monitoring and evaluation) is identified as a priority need in the CIP. The National Forum of 20 March, 2011 on Improving the CIP, confirmed the dramatic need both to strengthen public capacities in delivering investment operations and to strengthen farmers groups and Farmer Organizations (FOs), so they can play a more active role in investment operations.

This is dramatically required in a period when the **Government and its partners are committed to radically increase investment in agriculture and food security**. One of the conditions is to increase national capacities to develop effective proposals and absorb substantially increased resources. Important DPs such as the Asian Development Bank (ADB) believe that unless effectiveness of investment operations in agriculture and food security is improved (vs. other sectors), they would not increase their investment in these sectors. In March 2011, Danish International Development Agency (DANIDA) committed USD 75 million in support of the CIP and this project will be instrumental to ensure effective absorption of these additional funds.

Moreover, the first of the five Rome Food Security Principles (country leadership) is at the heart of designing, implementing and monitoring the CIP and its subsequent investment programmes and projects. These include the investment components financed by the GAFSP that will be supervised by the World Bank. This TA component, however, aims to strengthen technical, managerial, methodological and organizational capacities to handle a country-led and inclusive process for designing, implementing, monitoring and assessing impact of investment operations. This strengthened capacity will have a long term impact on the productivity of Bangladeshi agriculture (linking to the project development objective) as well as on the general food and nutrition security situation in the country.

### 2.2 Stakeholders and Target Beneficiaries

The ultimate beneficiaries are those 60+ million people who are food insecure and suffer from malnutrition. Based on the needs assessments to be undertaken by the TA component at the start up of the project in order to more precisely target recipients, and in consultation with the Investment Component, the direct recipients of capacity development activities will be the following:

- managerial and technical Government staff involved in designing and implementing agriculture, food and nutrition security investments (from planning, policy and technical divisions of MoA and the Ministry of Fisheries and Livestock [MoFL], and for specific cases the MoFDM and other ministries);
- providers of investment-related services (herein referred to as “other relevant stakeholders”) such as Farmers Organizations (FOs), Civil Society Organizations (CSOs) including relevant NGOs, and other relevant beneficiaries in the private sector (specifically those involved in

implementing the IAPP investment components, the CIP, as well as other investment operations in the field of agriculture, food security and nutrition).

### 2.3 Project Justification

During the second half of 2010, major development partners of Bangladesh in the field of agriculture, food security and nutrition, committed themselves to **align** their support with the CIP. This means that their interventions would support different CIP programmes. The **Bangladesh IAPP-GAFSP proposal of USD 50 million which will finance parts of Programmes 1, 3 and 7 of the CIP**, is a perfect example of this.

This FAO-supervised TA component is part of a wider project financed by the GAFSP, the overall objective of which is to sustainably enhance productivity of agriculture (crop, livestock and fisheries) in two agro-ecologically constrained and economically depressed areas—Rangpur and Borisal. The other three components are (i) technology generation; (ii) technology adoption, and; (iii) water management.

This fourth component (capacity strengthening through technical assistance) is an **integral part of the overall project** and it specifically **aims** to: (i) strengthen capacities to develop and implement the other three components; (ii) by doing so, have a spill over effect (positive externality) of developing capacities beyond the project; (iii) develop national capacities in mainstreaming technical and institutional innovations into investment programming cycle; and (iv) enhance financial absorptive capacities for food and nutrition security.

Its **main justifications** are: (i) the need to strengthen in-country capacities so as to increasingly ensure country leadership (first Rome food security principle) in managing the IAPP-GAFSP investment components and further CIP implementation; (ii) the need to develop operational capacities to design and implement investment operations in the context of increased financial resources in support of agriculture, food security and nutrition; (iii) the need to develop capacities in country to address some of the critical technical challenges associated with some of the main areas of investment covered by the CIP and IAPP-GAFSP, i.e. water management, seed sector quality assurance and nutrition.

### 2.4 Past and Related Work

This project largely builds on three ongoing pieces of work:

1. The **National Food Policy Capacity Strengthening Project (NFPCSP)** implemented by FAO and financed by the European Union and USAID. For the past five years, the project has been developing Government capacities to develop, coordinate and monitor the National Food Policy and its Plan of Action. The NFPCSP is having a key impact on policy development for food security. NFPCSP activities are expanding and will include monitoring the CIP implementation so that the IAPP-GAFSP TA component will directly support the CIP implementation by strengthening programme/project design and implementation.
2. The National Medium Term Priority Framework (**NMTPF: 2010-2015**) of FAO, endorsed by the Government. NMTPF identified nine priority areas for investment in agricultural development with food security, gender and climate change as cross cutting priority areas of interventions. The FAO teams in charge of the NMTPF and

the IAPP-GAFSP TA component have been overlapping and working in close synergy.

3. The preparation of the **CIP**, which started in March 2010. A first version of the CIP was completed and approved as a living document in June 2010. A second updated version was completed in May 2011. The FAO teams in charge of assisting the development of the Bangladesh CIP and the IAPP-GAFSP overlap and have ensured that synergies were fully exploited. The activities of this IAPP-GAFSP project (including this component) are directly in line with priority activities contained in the CIP. Additionally, during the National Forum on the CIP on 20 March, 2011, there was a strong call from development partners and government representatives alike, for strengthened capacities in the area of investment design, as well as the strengthening of farmer organizations.

## **2.5 FAO's Comparative Advantage**

As a knowledge organization, FAO, through its ongoing reform process aimed at strengthening results based management, is focusing on a series of well defined objectives, of which the following are particularly relevant to this project:

- “increased and more effective public and private investment in agriculture and rural development” (strategic objective L);
- “improved public and private sector organizations’ capacity to plan, implement and enhance the sustainability of food and agriculture and rural development investment operations” (Organization result LO2). This has become one of the three priorities of FAO when supporting countries to develop investment programmes and projects.
- “technology transfer promoted and capacity built through technical support” which is one of FAO’s core functions.

The NFPCSP represents an important in-country asset in terms of knowledge of and institutional linkage with the existing food security frameworks of Bangladesh. In addition, FAO Bangladesh has also developed an important portfolio of projects in partnership with other development partners (USAid, European Union, World Bank [WB], Danida, etc.) in the fields of food safety, Avian Influenza, post Sidr cyclone rehabilitation, response to the price hike in 2008, etc.

Finally, the expertise and experience of FAO **Investment Centre** staff is a strong asset to this project. Expertise in investment project cycle management positions the Investment Centre well to support capacity development through this project. The Investment Centre will also draw upon FAO **technical divisions** [Land and Water Division (NRL), Plant Production and Protection (AGP), Nutrition and Consumer Protection (AGN)], in particular in the fields of water management, seed sector quality assurance and nutrition.

## **3. PROJECT FRAMEWORK**

### **3.1 Impact**

The expected impact is more effective, inclusive and country-owned agriculture, food security and nutrition investment programmes through strengthened national capacities.

### 3.2 Outcome and Outputs

#### Outcome:

Strengthened human and organizational capacities to deliver increased and more effective public and private investments in agriculture and food and nutrition security, in particular in CIP priority thematic areas.

#### Outputs:

1. Enhanced organizational and human capacities to own, design, implement, monitor and evaluate investment operations in agriculture and food and nutrition security.
2. Enhanced organizational and human capacities in technical areas related to investment operations, specifically irrigation and water management, seed sector quality assurance and integration of nutrition into agricultural investments.
3. More inclusiveness and increased participation of key stakeholders, including those from the farming community, in investment project design and implementation processes.

### 3.3 Description of activities

The first implementation step will be a careful capacity needs assessment incorporating extensive consultations with the concerned stakeholders. The needs assessment will further detail the work plan for the first half of the project, identify potential service providers and properly target project beneficiaries. A further needs assessment will take place at the mid-point of the project to define the work plan for the second half of the project. The needs assessment can be used as an opportunity for on-the-job training as well, by actively incorporating Bangladeshi stakeholders in co-leading the process. The outcomes of the needs assessment will further clarify the following three sets of activities:

*Activities linked to Output 1 – Investment planning, investment programme and project design, management/implementation, supervision and monitoring and evaluation of investment operations. These activities would concern stakeholders involved in the various stages of the investment programming cycle.*

**Activity 1.1** Short (from one day to two weeks) and medium (from one to three months) term training sessions, taking place mostly in Bangladesh, with some courses abroad, on a variety of topics including project management, monitoring and evaluation and participatory approaches to investment programmes (additional topics found below). Approaches will vary based on the content and audience of the sessions, but could include a twin-track approach of morning sessions in a formal setting with on-the-job assistance in the afternoon. Training participants will include Government and other relevant stakeholders, including those involved in the IAPP-GAFSP investment component as well as those involved in implementation of other relevant investment projects in Bangladesh.

Specific topics for training:

- project management;

- monitoring and evaluation;
- public expenditure reviews;
- financial and economic analysis;
- costing plans and programmes, including the use of specialized software such as COSTAB;
- procurement and financial management;
- sector Wide Approaches (SWAs);
- results Based Management;
- recording, documenting and communicating so as to ensure transparency, sharing of information, lessons learned and strengthened coordination with other interventions;
- detailed work planning and revision of work planning for implementation;
- revising investment plans, programmes and projects in light of comments, new findings or implementation expertise;
- detailed design, including technical features, identifying and adapting technical innovations;
- mainstreaming cross cutting themes and concerns, including gender, the environment and climate change, risk preparedness, youth and the elderly;
- socio-economic assessments;
- environmental impact assessment.

**Activity 1.2** Technical Assistance (TA) from FAO Investment Centre on investment programme design, implementation, monitoring and evaluation. The TA will be linked to implementation of the IAPP-GAFSP investment component as well as to implementation, fund raising and institutionalization of the CIP, and also to other investment operations.

**Activity 1.3** Multistakeholder study tours to successful projects in other countries with similar experiences (e.g. India, Malaysia, Rwanda and Vietnam). These south-south cooperation study tours will bring together stakeholders from different groups (Government and other relevant stakeholders) in order to gather best practices for investment project design and management. They will also bring stakeholders involved in implementation of the CIP to countries where Investment Plans have been successfully implemented.

**Activity 1.4** Relevant guidelines and tools for formulation, implementation, Monitoring and Evaluation (M&E) and coordination of investment projects will be developed and disseminated for use by relevant actors.

**Activity 1.5** Institutional needs assessment/evaluation. Through analysis, including interviews and consultations with key stakeholders of the institutions involved in investment operations, the assessment will identify institutional bottlenecks and constraints to successful investment operations in Bangladesh. It will also define what activities are needed to strengthen these institutions to ensure more successful future investment interventions.

**Activity 1.6** Train the trainer sessions as well as sessions on training delivery itself are a critical measure to strengthen institutional capacities. By training trainers who are able and willing to share their knowledge with other staff, knowledge and capacities are maintained and not lost when the staff member who initially received training leaves the organization.

**Activity 1.7** Mentoring of staff from key Government offices. Government staff involved in the technical work of investment operations will be paired with a member of staff from the FAO Investment Centre, who will be on call for the lifetime of the project.

**Activities linked to Output 2 – Strategic support in technical areas relevant to the IAPP-GAFSP investment component, and also areas with a more national scope, in view of their critical importance for the CIP, specifically: irrigation and water management; seed sector quality assurance (beyond variety development and adaptation, defining the best framework for quality assurance, in partnership with the private sector and seed producers; and nutrition (how to optimize the impact of crop, livestock and fisheries activities on nutrition outcomes).**

**Activity 2.1.** Short (from one day to two-weeks) and medium (from one to three months) term training sessions, taking place mostly in Bangladesh, with some courses abroad, on the technical areas listed above. Approaches will vary based on the content and audience of the sessions, but could include a twin-track approach of morning sessions in a formal setting with on-the-job assistance in the afternoon. Training participants will include Government and other relevant stakeholders including those targeted in the IAPP-GAFSP investment component as well as those involved in these technical areas on other investment projects.

**Activity 2.2.** Technical Assistance (TA) from FAO technical departments on irrigation and water management, seed sector quality assurance and integration of nutrition into agricultural investments. Much of the TA will be directly linked to the IAPP-GAFSP investment component, but will also link to interventions under the CIP.

**Activity 2.3.** Aiming to strengthen human capacities to deliver increased and more effective public and private investments in agriculture and food and nutrition security, higher education degrees will be proposed to relevant GOB officials further to a screening process that the enhanced capacities will be used to improve the efficiency of the institutions in the long run.

**Activities linked to Output 3 – Enhancing quality and relevance of investment programmes through more inclusiveness and participation of stakeholders in the design and implementation processes—including the capacity development of farmers’ organizations (and ensuring women’s participation in these organizations), so that they can more constructively contribute to programme development and implementation;**

**Activity 3.1.** Short (from one day to two-weeks) and medium (from one to three months) term training sessions, taking place mostly in Bangladesh, with some courses abroad, on participatory approaches to involve communities and

farmers' organizations in investment operation cycles. Approaches will vary based on the content and audience of the session, but will include RuralInvest, a toolkit that comprises training courses, manuals and custom developed software which provides the necessary support to FOs, CBOs and Government stakeholders, to prepare successful Rural Development projects. Training participants will include Government and other relevant stakeholders from the IAPP-GAFSP investment component as well as those involved in implementation of other agriculture and food security investment projects in Bangladesh.

**Activity 3.2.** Study tour to India (or other appropriate place to be determined (tbd) during needs assessment) of Department of Agricultural Extension, Department of Livestock Services and Department of Fisheries and MOA, MOFL officials and farmers representatives. The study tour will bring participants to visit successful farmer organizations in other, similar countries and gain knowledge on how to strengthen leadership and management of FOs in Bangladesh.

**Activity 3.3.** National farmer to farmer field visits will allow Bangladeshi farmers to interact with other farmers who have successful experiences establishing and strengthening farmer organizations. The peer to peer learning process will allow participants to learn directly from those who have the same understanding of the realities of farming.

**Activity 3.4.** For areas not covered in the IAPP Investment Component, Technical Assistance (TA) from FAO to farmer organizations in order to strengthen organizational capacities to participate in the investment programming cycle. TA, linked to farmer organizations working with the IAPP-GAFSP investment component, will provide organizational and leadership development support to FOs in order to strengthen their ability to be a part of the investment project cycle. It will also work with FOs to strengthen leadership so as to ensure that they maintain momentum even after the GAFSP project is completed.

**Activity 3.5.** Workshops with wide audiences to inform, stimulate participation and contributions to design and implementation of investment operations. These will take place at a regional level and will involve a range of stakeholders including farmers, NGOs, CSOs and local Government representatives.

**Activity 3.6.** Information campaign (potentially through Department of Agricultural Extension) sharing the benefits of, as well as explaining how to establish, farmer organizations. This campaign will include community meetings with farmers, mostly in the two IAPP-target zones, Rangpur and Barisal. It will also include the design and dissemination of promotional materials, in Bangla, such as leaflets and flyers to communities in the two zones.

### **3.4 Sustainability**

The project will systematically develop human and organizational capacities in parallel: those individuals benefiting from the project will be from existing permanent institutions so that their improved capacities will be used to improve the efficiency of their institutions in the long run. Criteria for the selection of the beneficiaries of the trainings will be spelled out in the needs assessment phase. In order to ensure sustainability of the outcome of the training, capacity development will be focused on individuals likely to remain in the sector in the short to medium term, and will coordinate with existing interventions (such as NFPCSP).

Additionally, many of the activities envisaged for the project have ‘train the trainer’ components that ensure not only strengthened individual capacities but also strengthened institutional capacities to share acquired knowledge with key actors in the future. This institutionalization of knowledge is a key measure to ensure the sustainability of the outcomes of this project.

### **3.5 Risks and Assumptions**

The risk of mis-targeting those individuals receiving training and other capacity development activities should be mitigated by a capacity development needs assessment, and by drawing upon the prior experience of Development Partners, such as Department for International Development (DFID), in targeting beneficiaries for capacity development.

Important assumptions key to the success of the project are: (i) continued Government support and commitment to invest in agriculture, food security and nutrition; (ii) continued inter ministerial and inter agency collaboration in general, and also specifically in support of the CIP and GAFSP; (iii) strengthened and active involvement of Government and other relevant stakeholders (eg: FOs, CSOs, NGOs and the private sector) in investment planning and implementation, and therefore in capacity development activities under this project.

## **4. IMPLEMENTATION AND MANAGEMENT ARRANGEMENTS**

### **4.1 Institutional Framework and Coordination**

This project document has been developed in collaboration with the IAPP-GAFSP Project Preparation Team of the Government of Bangladesh and in close link with the World Bank, in its role as the supervising entity of the other IAPP-GAFSP components.

This component is part of the wider IAPP project, financed by the GAFSP, comprising both the investment components supervised by the World Bank and this component supervised by FAO. A Project Director (PD) will be appointed by the Government for the entire IAPP. Under her/his responsibility, two project managers will be responsible for implementing the investment components respectively in the southern and northern project areas.

The TA component will be implemented on behalf of the Government by a small team recruited by FAO and headed by a team leader. The Team Leader will follow the rules and guidelines of FAO in discharging her/his duties. She/he will be responsible for the delivery of the component on behalf of the Government. She/he will ensure smooth implementation based on annual work plans to be agreed upon between the PD and FAO, and approved by the

Project Steering Committee; provide all necessary inputs to the PD to produce the necessary progress reports and financial data. The FAO team will be located in the Government project office, with the possibility of having the administrative assistant located in the FAO Representation office for practical purposes.

The Lead Technical Unit (LTU) will be the FAO Investment Centre (TCI), which will draw upon its own expertise, the expertise in FAO technical divisions, from national institutes and service providers, national and international consultants, as well as international specialized agencies.

The content of the FAO-supervised technical assistance component will also closely be linked with the World Bank – supervised investment components. The technical areas covered by this TA component are consistent with the investment components of the IAPP-GAFSP. Additionally, capacity development interventions at the regional level will take place in Rangpur and Borisal, the regions to be covered under the World Bank supervised investment components. It is to be noted though, that capacity development interventions of a more national level will take place in Dhaka.

#### **4.2 Strategy/Methodology**

The project will make active efforts to target recipients of capacity development activities that are not likely to leave the sector or Bangladesh, following the completion of their training. It is very important to ensure that project resources are used to train people who will contribute to the strengthening of agriculture and food and nutrition security investment operations in Bangladesh.

Recipients of training will come from both within and outside of Government institutions. This ensures sustainability of project impact, in that capacity development will be sector-wide, not just specific to one institution.

A careful capacity development and institutional needs assessment at project inception will ensure the most suitable needs based provision of capacity development activities. It is important to keep flexibility throughout implementation: (i) items and their associated costs provided in the attached budget are therefore indicative and should be adjusted through implementation; and (ii) a mid-term needs assessment will take place to review progress and adjust implementation.

#### **4.3 Government Inputs**

The Government will contribute by committing people involved in investment programming as well as civil servants in the thematic technical areas covered by the project. Key to the success of the project will be the accurate selection of Government staff targeted to receive capacity strengthening in the field of project design and implementation. Further, participants in ‘train the trainer’ sessions must be allowed to take time to train others within their organizations.

Additionally, as described above, the Government will contribute the IAPP Project Director as well as staff for the IAPP investment components. In addition, it will contribute the time of its employees to the IAPP-GAFSP Project Steering and Management Committees.

#### 4.4 Development Partners Inputs

Involvement of Development Partners is critical to the success of this project. Globally, bilateral donors (Canada, Korea, Spain and United States of America) have financed the GAFSP which is the source of fund of this TA component.

In country, DPs have played a decisive role in the development of the CIP and will be closely involved in the implementation of the CIP programmes, of which this proposal is an element. DPs decided to align with the CIP are expected to increase financing for the CIP investment programmes, thereby ensuring that the capacities developed by the project are effectively used to implement these increased investment operations.

Finally, DPs will be kindly requested during the capacity development needs assessment and implementation to provide their views and priorities with regards to the main capacity gaps in the field of investment programming, as well as in relation to the priority technical areas identified.

#### 4.5 Technical Support/Linkages

The Lead Technical Unit for the project will be the Investment Centre (TCI), which will provide backstopping and technical guidance throughout the lifetime of the project. Other technical divisions to be involved include the following: the Office of Knowledge Exchange, Research and Extension (OEK), which, among other things, works to support capacity development initiatives throughout the world; Land and Water Division (NRL) which has deep and varied expertise in good practices for water management and conservation; the Plant Production and Protection Division (AGP), which works to promote sustainable intensification of crop production; the Nutrition and Consumer Protection Unit (AGN), tasked with creating sustainable improvements in nutrition; and other units as required.

Additionally, some training will be provided through **RuralInvest**, a toolkit, managed by FAO's Investment Centre, which comprises training courses, manuals and custom developed software which provides the necessary support to prepare successful rural development projects. The overall goal of RuralInvest is to support local communities, private entrepreneurs or producers' associations to conceive and implement their own investment projects. Recipients of training in RuralInvest can be the aforementioned stakeholders, as well as agricultural extension workers, who can then take what they have learned and conduct further training on a local level with communities. Rural Invest's training in participatory approaches to developing investments, which has been developed and strengthened over more than 12 years, is a perfect synthesis of capacity development for investment operations (Output 1) and participatory approaches to investment (Output 3) and is thus a highly relevant tool in order to develop capacities under the project. In addition to training provided through RuralInvest, the project will assess and implement other training toolkits as well.

FAO will also draw upon national and international consultants as well as national and international service providers, who will also be mobilized under the supervision of the Investment Centre as the lead technical unit.

## **4.6 Management and Operational Support Arrangements**

The project will be implemented through a Unilateral Trust Fund (UTF) agreement between the Government of the People's Republic of Bangladesh and FAO. Under this UTF, FAO will serve, in close consultation/collaboration with the IAPP Project Director and Project Management Unit, as the implementer of the TA component and will follow FAO internal rules and procedures for project implementation.

Operational support will be provided by the FAO Representation office in Dhaka.

A more detailed explanation of the management structure of the project is explained in Section 4.1 above.

## **5. OVERSIGHT, MONITORING, MANAGEMENT INFORMATION, AND REPORTING**

### **5.1 Oversight, Supervision and Reviews**

While FAO will implement this TA component, it was also selected to be the Supervising Entity (SE) of the component. This will imply regular visits (tentatively every 6 months) to be coordinated with supervision missions undertaken by the World Bank. Supervision activities will consist of reviewing implementation progress and challenges, disbursement performance, level of satisfaction of participating stakeholders, administration and management issues, etc.

In order to mitigate the risk of conflict of interest, the two functions (implementation and supervision) will be the responsibilities of separate units in FAO. Implementation will involve the FAO Representation office (budget holder), the Investment Centre (lead technical unit) as well as a number of technical divisions. Operational supervision of the project, however, will be the responsibility of the Regional Office for Asia and the Pacific (RAP). RAP has the capacity for this work as it is staffed with one Senior Field Programme Officer and two Field Programme Officers, whose terms of reference include supervision of projects in the region

Reviews will be key to ensure project flexibility. Flexibility is important because of the four-year nature of the project, as well as the fact that it is closely linked with the CIP. Therefore, capacity development needs will be reviewed periodically and activities revised if necessary, to ensure project success. A mid term review will also be organized upon completion of the second implementation year in order to eventually re-orient project activities based on lessons learned

### **5.2 Monitoring and Knowledge Sharing**

A logical framework has been created to serve as the basis for monitoring of project progress. A full time programme officer will manage the M&E activities of the project. The M&E system will comply with GAFSP requirements. The outline of the framework can be found in Annex 5, and will be further detailed with more specific monitoring mechanisms, during the project inception phase. A needs assessment mission at project inception will gather data to serve as the baseline against which to measure project progress. Further, the FAO Team Leader in conjunction with the Programme/M&E Officer will prepare six-monthly progress reports for submission to the GAFSP Steering Committee, as well as monthly reports for submission to the Government. Further, upon completion of the project, an independent rapid

non-experimental impact evaluation will occur that will serve as the final review of project impact. Throughout the lifetime of the project, the impact of capacity development activities will be measured through the use of learning assessment forms that can trace the level of relevance and use of skills developed.

### **5.3 Communication and Visibility**

There is an important need to **communicate** about the project aims and means of support to all potentially interested stakeholders who could potentially participate in the project. The main communication means will be: (i) the organization of workshops in the regions; (ii) multistakeholder forums in Dhaka; (iii) news and updates on a web site.

### **5.4 Reporting Schedule**

Reporting will be an important role of FAO as the supervising entity of this project. Based on project team inputs (see below), FAO will be in charge of providing regular reports to the GAFSP Steering Committee in compliance with the GAFSP framework document. These reports will include financial reports and result reports.

The project team will produce **semi-annual progress reports** to review progress in implementation, achievements as well as challenges to be addressed. This will contain financial information, physical monitoring indicators of project activities and assessment of challenges. The project team will also comply with the GOB monthly reporting requirements, for both financial and physical monitoring.

In addition, **annual activity reports** should be prepared at the end of each year to summarize annual achievements and define a programme of work for the following year.

A final **completion report** will be prepared within six months of the closure of the project so as to assess project performance, needs for further institutionalization of results and lessons learned from implementation.

## ANNEX 1.1

### ACTIVITY BUDGET

The following Annex 1.1 is the project budget broken down by activity. Annex 1.2, on the other hand, provides a summary breakdown of costs based on FAO Oracle categories, for internal FAO use.

Activities	Unit	Q	Q	Q	Q	Units Total	Unit cost		% of total
		Y1	Y2	Y3	Y4		(USD)	Total (USD)	
Project Director (GAFSP-IAPP) (national)	Pers/mo	12	12	12	12	48	***	***	
<b>A. Project Implementation staff (national staff)</b>									
National Team Leader	Pers/mo	12	12	12	12	48	2 466	118 356	
Administration/Accountant	Pers/mo	9	12	12	12	45	1 370	61 644	
Programme Officer/M&E Officer	Pers/mo	9	12	12	12	45	1 370	61 644	
Administrative Assistant/logistics	Pers/mo	9	12	12	12	45	959	43 151	
Drivers (2)	Pers/mo	18	24	24	24	90	411	36 986	
<b>Subtotal Project Implementation Staff</b>								<b>321 781</b>	<b>8.72%</b>
<b>B. Technical Expertise</b>									
<b>National Expertise</b>									
Irrigation and water management	Pers/mo	4	2	2	4	12	2 055	24 658	
Seed sector	Pers/mo	2	1	1	2	6	2 055	12 329	
Nutrition	Pers/mo	2	1	1	2	6	2 055	12 329	
Investment planning	Pers/mo	6	6	6	6	24	2 055	49 315	
Unspecified	Pers/mo	8	8	8	8	32	2 055	65 753	
<b>Subtotal National Expertise</b>								<b>164 384</b>	<b>4.45%</b>
<b>International Expertise</b>									
Irrigation and water management	Pers/mo	1	1	1	1	4	15 000	60 000	
Seed sector	Pers/mo	1	1	1	1	4	15 000	60 000	

Nutrition	Pers/mo	1	1	1	1	4	15 000	60 000	
Investment planning	Pers/mo	2	2	2	2	8	15 000	120 000	
Unspecified	Pers/mo	3	3	3	3	12	15 000	180 000	
TCDC/Retired Expertise	Pers/day	25	25	25	25	100	225	22 500	
<b>Subtotal International Expertise</b>								<b>502 500</b>	<b>13.62%</b>
<b>FAO Technical Staff</b>									
Senior Staff	Pers/day	70	70	65	65	270	745	201 150	
Staff	Pers/day	80	80	70	70	300	585	175 500	
<b>Subtotal FAO Technical Staff</b>								<b>376 650</b>	<b>10.21%</b>
<b>Subtotal Technical Expertise</b>								<b>1 043 534</b>	<b>28.28%</b>
<b>C. Equipment (non expendable)</b>									
Micro-Bus	Unit	1	0	0	0	1	20 000	20 000	
Cross country vehicle	Unit	1	0	0	0	1	30 000	30 000	
Generator	Unit	1	0	0	0	1	10 000	10 000	
Air Conditioners	Unit	2	0	0	0	2	600	1 200	
Server	Unit	1	0	0	0	1	4 000	4 000	
Furniture - Project Office	Lumpsum	1	0	0	0	1	7 000	7 000	
Desktop Computer (including license)	Unit	5	0	0	0	5	1 200	6 000	
Laptop (including license)	Unit	2	0	0	0	2	1 600	3,200	
Photocopy machine/scanner	Lumpsum	1	0	0	0	1	3 000	3 000	
Office Refurbishment	Lumpsum	1	0	0	0	1	7 500	7 500	
Other Office Equipment -Project Office	Lumpsum	1	1	1	1	4	2 500	10 000	
<b>Subtotal Non Expendable Equipment</b>								<b>101 900</b>	<b>2.76%</b>
Inclusive needs assessment	Needs As.	1	0	0	0	1	30 000	30 000	
Needs assessment review	Needs As.	0	0	1	0	1	15 000	15 000	
Institutional needs assessment	Needs As.	1	0	0	0	1	30 000	30 000	
ICT Based Project Management training and tool development (2 weeks)								160 000	

(15 p.)	training	2	2	2	2	8	20 000		
In-country trainings for Investment programming (1 week) (20 person groups)	training	2	3	3	3	11	20 000	220 000	
In-country trainings in technical areas (1 week) (20 person groups)	training	1	2	2	1	6	20 000	120 000	
In-country trainings in participatory approaches (1 week) (20 person groups)	training	1	2	2	1	6	20 000	120 000	
Medium Term Training (1-2 months) - Developing countries (5 ppl)	training	1	2	2	1	6	25 000	150 000	
Medium Term Training (1-2 months) - OECD countries (3 ppl)	training	1	2	2	1	6	25 000	150 000	
PhDs	training	1	1	0	0	2	100 000	200 000	
MSCs	training	1	1	1	0	3	60 000	180 000	
RurallInvest training - in country	lumpsum	1	0	0	0	1	45 000	45 000	
Guidelines	Guideline	0	1	1	1	3	4 000	12 000	
Study Tours (5 to 10 days) - Dev.ing c.	Partic/s.t.	4	8	8	8	28	3 000	84 000	
National farmer to farmer field visits (5 days) (10 participants each)	Field visit	3	6	7	6	22	2 000	44 000	
Workshops in country (average)	Workshop	1	1	1	2	5	5 000	25 000	
Other types of training	training	2	3	3	2	10	5 000	50 000	
Community meetings with farmers	Meeting	10	9	9	9	37	500	18 500	
<b>Subtotal Capacity Development and Training</b>								<b>1 653 500</b>	<b>44.81%</b>
<b>F. Expendable Material</b>									
Posters (2000 copies)	Lumpsum	2	2	2	2	8	3000	24 000	
Printing (glossy, 150 pp/500 copies)	Lumpsum	2	2	2	2	8	5000	40 000	
Other material	Lumpsum	1	-	-	-	1	12000	12 000	
Office supply, stationeries and spare parts	Lumpsum	1	1	1	1	4	3000	12 000	
<b>Subtotal Expendable Material</b>								<b>88 000</b>	<b>2.38%</b>
<b>G. Travel</b>									
FAO (incl. DSA) - From Rome	Mission	6	6	6	6	24	4 000	96 000	
FAO (incl. DSA) - From Bangkok	Mission	2	2	2	2	8	3 000	24 000	
In-country travels	Mission	8	8	8	8	32	500	16 000	
<b>Subtotal Travel</b>								<b>136 000</b>	<b>3.69%</b>

<b>H. General Operating Expenses</b>									
Office rent	Month	12	12	12	12	48	1 000	48 000	
Maintenance of equipment (including fuel for generator)	Year	1	1	1	1	4	2 000	8 000	
Vehicle running and maintenance costs	Month	12	12	12	12	48	500	24 000	
Office utilities	Month	12	12	12	12	48	200	9 600	
Telephone and data line	Month	12	12	12	12	48	300	14 400	
<b>Subtotal General Operating Expenses</b>								<b>104 000</b>	<b>2.82%</b>
Subtotal Before PSC								<b>3 448 714</b>	<b>93.46%</b>
<b>I. Indirect Project Support Cost (7% of subtotal)</b>							Lumpsum	241 410	<b>6.54%</b>
<b>TOTAL</b>								<b>3 690 124</b>	<b>100.00%</b>

For Internal FAO Use**SUMMARY ORACLE BUDGET**

<b>Oracle Code</b>	<b>Title</b>	<b>Amount (USD)</b>	<b>Percent of Budget</b>
5027	TSS	475 849	12.90
5013	Consultants	958 835	25.98
5014	Contracts	194 056	5.26
5021	Travel	546 339	14.81
5023	Training	979 735	26.55
5024	Expendable Equipment	88 000	2.38
5025	Non-Expendable Equipment	101 900	2.76
5040	General Operating Expenses – external common services	104 000	2.82
6112	Projects Servicing Cost	241 410	6.54
	<b>TOTAL</b>	<b>3 690 124</b>	<b>100</b>

## LOGICAL FRAMEWORK

Intervention Logic	Verifiable Indicators	Means of Verification	Important Assumptions
<b>IMPACT</b>			
More effective, inclusive and country-owned food and nutrition investment programmes through strengthened national capacities	Impact of investment operations on: <ul style="list-style-type: none"> <li>• Number and proportion of undernourished, as defined by caloric intake, disaggregated by gender</li> <li>• Number and proportion of malnourished, as defined by underweight, stunting, wasting and micronutrient deficiency, disaggregated by gender</li> </ul>	<ul style="list-style-type: none"> <li>• FAO/WFP data</li> <li>• M&amp;E data of investment operations, including the IAPP-investment component</li> </ul>	<ul style="list-style-type: none"> <li>• Increased financing in support of investment programmes forming the CIP</li> </ul>
<b>OUTCOME</b>			
Strengthened human and organizational capacities to deliver increased and more effective public and private investments in agriculture and food and nutrition security, in particular in CIP priority thematic areas	<ul style="list-style-type: none"> <li>• Percentage of investment project preparation, implementation and technical work on CIP and related investment operations, including the IAPP-GAFSP investment component, completed by national stakeholders, i.e. percentage of Bangladeshis on project preparation teams and steering committees of investment projects, disaggregated by stakeholder group and gender</li> <li>• Number and nature of Bangladeshi organizations and institutions capable of participating in investment project formulation and implementation</li> <li>• More effective participation of Bangladeshi Government and university stakeholders in technical aspects of investment project formulation and implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Project progress reports from the CIP, IAPP-GAFSP investment component and other government investment projects as well as other investment projects implemented by development partners</li> <li>• Survey among development partners</li> </ul>	<ul style="list-style-type: none"> <li>• CIP and other investment projects successfully target vulnerable groups and investments address the needs of food insecure people</li> <li>• Financing for investment programmes is increased</li> <li>• Solicited inputs are consistently incorporated into investment programmes</li> </ul>
<b>OUTPUTS</b>			
1. Enhanced organizational and human capacities to own, design, implement, monitor and evaluate investment	<ul style="list-style-type: none"> <li>• Number of stakeholders who have benefited from trainings, technical assistance, study tours, guidelines and tools, disaggregated by</li> </ul>	<ul style="list-style-type: none"> <li>• Project progress reports from the IAPP-GAFSP TA and investment components, the CIP</li> </ul>	<ul style="list-style-type: none"> <li>• Trainees continue their work in the agriculture and food and nutrition security</li> </ul>

operations in agriculture and food and nutrition security	<p>beneficiary group and gender (this indicator will cover GAFSP core indicators 38 and 41)</p> <ul style="list-style-type: none"> <li>• Number and nature of Bangladeshi organizations and institutions capable of participating in investment project formulation and implementation (progress to be measured against results of needs assessment)</li> <li>• Number of SWAps and public expenditure review results published</li> </ul>	and other government investment programmes, as well as other investment projects implemented by development partners	sector
2. Enhanced organizational and human capacities in technical areas related to investment operations, specifically irrigation and water management, seed sector quality assurance and integration of nutrition into agricultural investments	<ul style="list-style-type: none"> <li>• Number of stakeholders who have benefited from trainings and technical assistance, disaggregated by beneficiary group and gender</li> </ul>	<ul style="list-style-type: none"> <li>• IAPP-GAFSP TA Component project progress reports</li> </ul>	<ul style="list-style-type: none"> <li>• Trainees continue their work in the agriculture and food and nutrition security sector</li> </ul>
3. More inclusiveness and increased participation of key stakeholders, including those from the farming community, in investment project design and implementation processes	<ul style="list-style-type: none"> <li>• Number of stakeholders who have benefited from trainings, technical assistance, field visits and consultations, disaggregated by beneficiary group and gender (this indicator will cover GAFSP core indicator 40)</li> <li>• Number of farmer and other stakeholder organizations established, including number of members, disaggregated by gender and region</li> <li>• Number of consultations with farmer organizations during investment project preparation</li> <li>• Participation of farmer organizations in investment project preparation and steering committees, disaggregated by gender (this indicator will cover GAFSP core indicator 39)</li> </ul>	<ul style="list-style-type: none"> <li>• IAPP-GAFSP TA Component project progress reports</li> </ul>	<ul style="list-style-type: none"> <li>• Trainees continue their work in the agriculture and food and nutrition security sector</li> <li>• Farmer organizations autonomously continue meeting and membership remains strong</li> <li>• Current and future investment operations proactively seek out consultation with these groups</li> </ul>
<b>ACTIVITIES</b>			
0. Two needs assessments for each desired outcome (one at project inception, the other at project mid-point) and targeting strategy	<ul style="list-style-type: none"> <li>• Needs assessment report completed (with the help of national stakeholders)</li> </ul>	<ul style="list-style-type: none"> <li>• IAPP-GAFSP TA Component project progress reports</li> </ul>	<ul style="list-style-type: none"> <li>• Results of needs assessment incorporated into work plan</li> </ul>
1.1 Short and medium term training	<ul style="list-style-type: none"> <li>• Number of sessions held</li> </ul>	<ul style="list-style-type: none"> <li>• IAPP-GAFSP TA Component</li> </ul>	<ul style="list-style-type: none"> <li>• Training materials</li> </ul>

sessions on a variety of topics including project management, monitoring & evaluation, SWAps, public expenditure reviews and participatory approaches to investment programmes	<ul style="list-style-type: none"> <li>• Attendance of sessions, disaggregated by beneficiary group and gender</li> <li>• Satisfactory ratings by participants of relevance and impact of training sessions, based on completion of training assessment forms</li> </ul>	project progress reports	<p>presented in sessions are appropriate and information is accessible</p> <ul style="list-style-type: none"> <li>• Training recipients are properly targeted</li> </ul>
1.2 Technical Assistance (TA) from FAO Investment Centre on investment programme design, implementation, monitoring and evaluation, SWAps and public expenditure reviews	<ul style="list-style-type: none"> <li>• Number and nature of TA missions completed</li> </ul>	<ul style="list-style-type: none"> <li>• IAPP-GAFSP TA Component project progress reports</li> </ul>	<ul style="list-style-type: none"> <li>• Technical Assistance is properly targeted</li> </ul>
1.3 Multistakeholder study tours	<ul style="list-style-type: none"> <li>• Number of study tours completed</li> <li>• Attendance of tours, disaggregated by beneficiary group and gender</li> <li>• Satisfactory ratings by participants of relevance and impact of study tours, based on completion of tour assessment forms</li> </ul>	<ul style="list-style-type: none"> <li>• IAPP-GAFSP TA Component project progress reports</li> </ul>	<ul style="list-style-type: none"> <li>• Study tour attendees are targeted properly</li> </ul>
1.4 Guidelines and tools for formulation, implementation, M&E and coordination of investment projects	<ul style="list-style-type: none"> <li>• Number of guidelines and tools completed</li> </ul>	<ul style="list-style-type: none"> <li>• IAPP-GAFSP TA Component project progress reports</li> </ul>	<ul style="list-style-type: none"> <li>• Guidelines and tools are disseminated to appropriate audience</li> </ul>
1.5 Institutional needs assessment/evaluation to define bottlenecks and come up with strategies to address them (in order to further elaborate activities under this outcome)	<ul style="list-style-type: none"> <li>• Institutional needs assessment completed</li> <li>• Strategies to address bottlenecks identified and incorporated into project work plan</li> </ul>	<ul style="list-style-type: none"> <li>• IAPP-GAFSP TA Component project progress reports</li> </ul>	<ul style="list-style-type: none"> <li>• Information gathered from needs assessment is integrated into design of activities</li> </ul>
1.6 Train the trainer sessions on the topics from activity 1.1 as well as on training delivery itself	<ul style="list-style-type: none"> <li>• Number of sessions completed</li> <li>• Attendance of sessions, disaggregated by beneficiary group and gender</li> <li>• Satisfactory ratings by participants of relevance and impact of training sessions, based on completion of training assessment forms</li> </ul>	<ul style="list-style-type: none"> <li>• IAPP-GAFSP TA Component project progress reports</li> </ul>	<ul style="list-style-type: none"> <li>• Training materials presented in sessions are appropriate and information is accessible</li> <li>• Trainers are committed to working within the organization and sharing their knowledge with colleagues</li> </ul>

1.7 Mentoring of staff from key Government offices	<ul style="list-style-type: none"> <li>• Number and nature of formalized mentoring relationships</li> <li>• Satisfactory ratings by mentees of relevance and impact of mentorship, based on completion of mentoring assessment forms</li> </ul>	<ul style="list-style-type: none"> <li>• IAPP-GAFSP TA Component project progress reports</li> </ul>	<ul style="list-style-type: none"> <li>• Mentee actively seeks support from mentor and mentor actively works to support mentee</li> </ul>
2.1 Short and medium term training on technical areas	<ul style="list-style-type: none"> <li>• Number of trainings completed</li> <li>• Attendance of trainings, disaggregated by beneficiary group and gender</li> <li>• Satisfactory ratings by participants of relevance and impact of training sessions, based on completion of training assessment forms</li> </ul>	<ul style="list-style-type: none"> <li>• IAPP-GAFSP TA Component project progress reports</li> </ul>	<ul style="list-style-type: none"> <li>• Training materials presented in sessions are appropriate and information is accessible</li> <li>• Training recipients are properly targeted</li> </ul>
2.2 Technical Assistance (TA) from FAO technical departments on irrigation and water management, seed sector quality assurance and integration of nutrition into agricultural investments	<ul style="list-style-type: none"> <li>• Number and nature of TA missions completed</li> </ul>	<ul style="list-style-type: none"> <li>• IAPP-GAFSP TA Component project progress reports</li> </ul>	<ul style="list-style-type: none"> <li>• Technical assistance is properly targeted</li> </ul>
2.3 Higher education degrees (Masters and PhDs) in topics relevant to improving capacities to manage investments in agriculture and food security	<ul style="list-style-type: none"> <li>• Number of Bangladeshi stakeholders who have graduated from their programme, disaggregated by gender</li> </ul>	<ul style="list-style-type: none"> <li>• IAPP-GAFSP TA Component project progress reports</li> </ul>	<ul style="list-style-type: none"> <li>• Higher education recipients are properly targeted</li> </ul>
3.1 Short and medium term “hands on” training on participatory approaches to investment programmes	<ul style="list-style-type: none"> <li>• Number of trainings completed</li> <li>• Attendance of trainings, disaggregated by beneficiary group and gender</li> <li>• Satisfactory ratings by participants of relevance and impact of training sessions, based on completion of training assessment forms</li> </ul>	<ul style="list-style-type: none"> <li>• IAPP-GAFSP TA Component project progress reports</li> </ul>	<ul style="list-style-type: none"> <li>• Training materials presented in sessions are appropriate and information is accessible</li> <li>• Training recipients are properly targeted</li> </ul>
3.2 Study tour to India (or other appropriate place tbd) of Department of Agricultural Extension workers and farmer reps (regional representatives) to visit successful farmer organizations and then share experiences	<ul style="list-style-type: none"> <li>• Study tour completed</li> <li>• Attendance of tour, disaggregated by beneficiary group and gender</li> <li>• Satisfactory ratings by participants of relevance and impact of study tour, based on completion of tour assessment forms</li> </ul>	<ul style="list-style-type: none"> <li>• IAPP-GAFSP TA Component project progress reports</li> </ul>	<ul style="list-style-type: none"> <li>• Study tour attendees are targeted properly</li> </ul>
3.3 National farmer to farmer field visits to share experience on establishing and	<ul style="list-style-type: none"> <li>• Number of field visits completed</li> <li>• Attendance of visits, disaggregated by gender</li> </ul>	<ul style="list-style-type: none"> <li>• IAPP-GAFSP TA Component project progress reports</li> </ul>	<ul style="list-style-type: none"> <li>• Field visitors are properly targeted</li> </ul>

strengthening farmer organizations	<ul style="list-style-type: none"> <li>and regional provenance</li> <li>Satisfactory ratings by participants of relevance and impact of field visits, based on completion of visit assessment forms</li> </ul>		
3.4 Technical Assistance (TA) from FAO (potentially Regional Office) to farmer organizations in order to strengthen organizational capacities	<ul style="list-style-type: none"> <li>Number and nature of TA missions completed</li> </ul>	<ul style="list-style-type: none"> <li>IAPP-GAFSP TA Component project progress reports</li> </ul>	<ul style="list-style-type: none"> <li>Farmer organizations are properly targeted</li> </ul>
3.5 Workshops with wide audiences to inform, stimulate participation and contributions to design and implementation of investment operations	<ul style="list-style-type: none"> <li>Number of workshops completed</li> <li>Attendance of workshops, disaggregated by beneficiary group and gender</li> <li>Satisfactory ratings by participants of relevance and impact of workshops, based on completion of workshop assessment forms</li> </ul>	<ul style="list-style-type: none"> <li>IAPP-GAFSP TA Component project progress reports</li> </ul>	<ul style="list-style-type: none"> <li>Workshop attendees are properly targeted</li> </ul>
3.6 Information campaign sharing the benefits of, as well as explaining how to establish, farmer organizations	<ul style="list-style-type: none"> <li>Promotional materials created</li> <li>Number of farmer community meetings held</li> <li>Attendance of farmer community meetings, disaggregated by gender</li> </ul>	<ul style="list-style-type: none"> <li>IAPP-GAFSP TA Component project progress reports</li> </ul>	<ul style="list-style-type: none"> <li>Information is properly targeted</li> </ul>

## ANNEX 3

**DRAFT WORK PLAN – Project Year 1:  
JULY 2011- JUNE 2012**

<b>Activities</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>
Recruitment of FAO Team Leader			■	■								
Needs assessment			■	■		■						
Team building of Lead Technical Unit (TCI)	■	■	■									
Mobilization of technical expertise in FAO technical departments	■	■	■									
Recruitment of national project staff			■	■	■	■						
Purchase vehicles and other supplies			■	■								
Identification and recruitment of national technical expertise			■	■	■	■						
Institutional needs assessment			■	■		■						
Establish mentoring relationships			■	■	■	■						
Establish M&E system			■	■								
Inception workshop						■						
Provision of TA for investment planning						■	■	■	■	■	■	■
Provision of TA for technical issues						■	■	■	■	■	■	■
Short and medium term training						■	■	■	■	■	■	■
RuralInvest training								■	■	■	■	■
Farmer to farmer visits								■	■	■	■	■
Community meetings with farmers									■	■	■	■

**TERMS OF REFERENCE FOR LONG TERM NATIONAL  
PERSONNEL**

**TERMS OF REFERENCE**

**Bangladesh Integrated Agriculture Productivity Programme (IAPP)  
for Agro-ecologically Constrained and Economically Depressed**

**Areas**

**Technical Assistance Component**

**National FAO Team Leader**

**General Responsibilities:** In close collaboration with the overall IAPP Project Director (PD), under the operational supervision of the FAO Representative (FAOR) in Bangladesh, and the technical supervision of the Lead Technical Unit, TCI, the FAO Team Leader will be responsible for delivery of the Global Agriculture Food Security Programme (GAFSP) IAPP TA component on behalf of the Government of Bangladesh, including all aspects of day-to-day running of the office, human resources, financial, administrative and operational management.

**Specific Tasks:**

- supervise and oversee the activities of national project staff and consultants to ensure smooth project implementation;
- organize and manage the recruitment process of project staff and the identification of national service providers;
- collaborate closely with the IAPP PD, Lead Technical Unit (FAO Investment Centre - TCI) and the FAOR in determining implementation strategies and phasing and the application of project resources;
- prepare, submit and monitor annual work plans and budgets in conjunction with the IAPP PD, together with financial and technical progress reports;
- liaise with the FAOR to ensure timely and appropriate transfer of project funds;
- facilitate communication and collaboration with Government of Bangladesh counterparts in the concerned ministries and agencies as well as the overall IAPP Project Management Unit (PMU);
- ensure effective identification and selection of capacity development activities in liaison with the relevant Government agencies;
- maintain regular, direct communication with IAPP PD and overall PMU in order to ensure effective and open sharing and transfer of information;
- assist in developing the terms of reference (TORs) for international and national consultants, specifying what tasks are to be performed during their assignment;
- participate in and assist with the briefing and debriefing of all consultants and analytically review their reports after each mission;
- prepare in due time the project completion report of work in close collaboration and consultation with relevant stakeholders;
- perform additional pertinent duties as required.

**Duty Station:** Dhaka, Bangladesh, with possible travel throughout the country.

**Qualifications:**

The selected candidate must have:

- a university degree in business, public administration, social science, agriculture/food security or related field;
- at least eight years of practical experience in planning, managing and executing complex projects;
- expertise and competency in making effective use of resources and in producing results;
- managerial, supervisory, analytical and negotiating skills with demonstrated ability to lead a team of professionals and to exercise sound judgement;
- ability to work under pressure in an independent manner within an interdisciplinary team with different educational and cultural backgrounds;
- capacity to support the technical and operational development of the national professionals in the team;
- ability to communicate in a clear, concise and effective manner;
- full computer literacy;
- excellent knowledge of English.

The selected candidate should be able to commit his services continuously for four years and start his work on or around 15 September 2011.

## **Draft Terms of Reference –Administrator (Accounting, Operations and Procurement)**

**General Responsibilities:** Under the direct supervision of the FAO Team Leader, the Administrator (Accounting, Operations and Procurement) will be responsible for controlling, monitoring and reporting on all financial, operational and procurement aspects of the project.

### **Specific Tasks:**

- assist in project administration and maintain up-to-date and accurate financial records of all disbursements and receipts related to the project, and use these records as the basis for preparing quarterly and annual financial reports for submission to the GAFSP Steering Committee and the Government of Bangladesh;
- in collaboration with the FAO Team Leader and the Programme/M&E Officer, and on the basis of approved annual work plans and projected future project activities, prepare budgets for forthcoming quarters and the next financial year;
- monitor project budget in terms of expenditures and commitments in accordance with the project budget and work plan;
- process project payments in accordance with the authorized budget limits;
- maintain a system for petty cash and/or project advances and keep electronic and paper filing of relevant administrative and financial information;
- coordinate the procurement of services from local and international suppliers adhering to FAO's procurement rules and procedures, including the preparation of tender documents for consultancy services to be published by FAO (specifications and terms of reference will be prepared by FAO Team Leader and Programme/M&E Officer) and participation in procurement review committees, bid evaluation meetings, and prepare minutes for approval.
- perform other duties as required by the project management.

**Duty Station:** Dhaka, Bangladesh

### **Qualifications:**

The selected candidate must have:

- a university degree in business administration, finance, accounting or a related field;
- at least four years of progressively more responsible experience in maintaining project financial records and budgets and procurement;
- familiarity with the procurement rules and procedures of FAO;
- strong computing skills (word processing, spreadsheets and databases);
- ability to work quickly and accurately and to maintain good working relationships with people from different national and cultural backgrounds;
- working knowledge of English.

The selected candidate will be able to commit for a minimum of three and a half years.

## **Draft Terms of Reference – Programme and Monitoring and Evaluation Officer**

**General Responsibilities:** Under the direct supervision of the FAO Team Leader, the Programme and Monitoring and Evaluation Officer will be responsible for the smooth implementation of project activities.

### **Specific Tasks:**

- be responsible for issues related to project management and implementation including annual work plans (in consultation with concerned stakeholders), budget revisions, regular reporting as described in the project document, problems arising during implementation
- coordinate project activities, including training sessions, study tours, field visits, mobilization of technical expertise from FAO headquarters;
- assist the FAO Team Leader in preparing the project inception report, within the first six weeks of the project, containing a detailed work plan, the beneficiaries identified and specific tasks to be carried out by project staff;
- coordinate the M&E system design finalization and implementation, including monitoring of progress against baseline project and GAFSP core indicators established in the project log frame; preparation of six-monthly progress reports for the GAFSP Steering Committee, as well as monthly reports for the Government; aid in facilitation of the independent rapid non-experimental impact evaluation at project completion;
- organize six-monthly field supervision visits for the Supervising Unit and support missions from Lead Technical Unit as necessary;
- maintain regular communication with representatives from the World Bank GAFSP investment component as well as Government of Bangladesh counterparts, in order to ensure effective and open sharing and transfer of information;
- undertake other tasks as needed for the smooth and timely implementation of the project.

**Duty Station:** Dhaka, Bangladesh

### **Qualifications:**

- a university degree in public administration, agriculture, rural development or a related field;
- at least two years of progressively more responsible experience in project management such as budget control, work planning and reporting;
- ability to work under pressure in an independent manner within an interdisciplinary team of personnel with different educational backgrounds and cultural orientations;
- working knowledge of English.

The selected candidate will be able to commit for a minimum of three and a half years.

## **Draft Terms of Reference – Administrative Assistant**

**General Responsibilities:** Under the direct supervision of the FAO Team Leader and in close collaboration with the Assistant FAO Representative (Administration) and the FAO administration's personnel, the Administrative Assistant will provide administrative support functions to facilitate the implementation of project activities.

### **Specific Tasks:**

- provide day-to-day administrative support to project staff, including personnel matters, attendance and travel arrangements.

**Duty Station:** Dhaka, Bangladesh

### **Qualifications:**

- high school graduate, preferably with a university degree in Business Administration or a related field;
- two years of progressively responsible experience in administrative support to projects;
- ability to work quickly and accurately and to maintain good working relationships with people from different nationalities and cultural backgrounds;
- working knowledge of English.

The selected candidate will be able to commit for a minimum of three and a half years.

## Monitoring and Evaluation Framework

This short Annex aims to summarize the system to be set up to monitor and evaluate (M&E) this TA component of the GAFSP-IAPP. It follows the guidance provided by the M&E plan (<http://www.gafspfund.org/gafsp/content/monitoring-and-evaluation>) prepared by the GAFSP steering committee, with some adaptation to the technical assistance and capacity development nature of the project.

Monitoring will be an ongoing activity of the FAO project implementation team. The Programme/M&E Officer will dedicate about half of her/his time to this task. Terms of reference have been prepared for this position and tasks will include financial and physical monitoring of the project. The Programme/M&E Officer will be assisted by FAO Headquarters and the country office, which will provide all necessary financial statements. Additionally, as many of the means of verification for project indicators are linked to the IAPP investment components, the FAO Programme/M&E Officer will remain in close contact with the M&E officer for the IAPP - investment components.

As part of its regular activities, the FAO project implementation team will produce both monthly financial and activity reports (request of the Government), as well as six-monthly reports for the GAFSP coordination unit and steering committee. These regular reports will aim to: (i) review progress; (ii) highlight implementation achievements and challenges; (iii) propose adaptation in project activities; and (iv) report on beneficiary feedback to improve project effectiveness.

Project progress and performance will be assessed against the indicators found in the project log frame, for which baseline data and targets will be set during the needs assessment mission described below. Further, the project's log frame includes four GAFSP core indicators. Many of these indicators appear, however, as part of broader, more encompassing indicators set in the project log frame.

A tentative template for six-monthly reporting to the GAFSP steering committee is the following:

<b>RESULTS</b>			
(a) Core GAFSP Indicators	Baseline	Current	End Target
38. Number of trained additional civil servants dedicated to sectoral planning and strategy	tbd during needs assessment mission	N/A	tbd during needs assessment mission
39. Number and percentage of community based organizations that are represented in national or provincial level technical and policy bodies related to food security or agriculture programs	tbd during needs assessment mission	N/A	tbd during needs assessment mission
40. Number of additional community based organizations' staff trained in institutional	tbd during needs assessment mission	N/A	tbd during needs assessment mission

strengthening/sectoral planning and strategy			
41. Number of participants in M&E workshops, training events, seminars, conferences, etc. (disaggregated by gender and civil society affiliation)	tbd during needs assessment mission	N/A	tbd during needs assessment mission
(b) Project Specific Indicators (top five)	Baseline	Current	End Target
1. Percentage of investment project preparation, implementation and technical work on Country Investment Plan and related investment operations, including the IAPP-GAFSP investment component, completed by national stakeholders, i.e. percentage of Bangladeshis on project preparation teams and steering committees of investment projects, disaggregated by stakeholder group and gender	tbd during needs assessment mission	N/A	tbd during needs assessment mission
2. Number and nature of Bangladeshi organizations and institutions capable of participating in investment project formulation and implementation	tbd during needs assessment mission	N/A	tbd during needs assessment mission
3. Number of Sector Wide Approach (SWAp) and public expenditure reviews completed by Bangladeshi stakeholders, disaggregated by stakeholder group and gender	tbd during needs assessment mission	N/A	tbd during needs assessment mission
4. Number of stakeholders who have benefited from trainings, technical assistance, study tours, guidelines and tools, disaggregated by beneficiary group and gender	tbd during needs assessment mission	N/A	tbd during needs assessment mission
5. Participation of farmer organizations in investment project preparation and steering committees, disaggregated by gender	tbd during needs assessment mission	N/A	tbd during needs assessment mission
<b>DISBURSEMENTS (in Millions)</b>			
Currency	Original amount	Disbursed	% Disbursed
USD 3.69	USD 3.69	0	0%

A thorough baseline survey will be undertaken in the form of a dual assessment activity to take place at the very inception of the project, i.e. during its first month of operations (tentatively scheduled for July 2011). This will consist of: (i) a capacity development needs assessment, which will review existing capacities in investment project cycle management and define areas that need development, as well as the existing availability of in-country training providers; and (ii) an institutional assessment to review the functionality and effectiveness of existing institutions involved in these activities. The project aims to improve effectiveness and performance in both areas (human and institutional/organizational), and project impact will be assessed by reviewing changes over time.

It is important to note that measuring impact of capacity development activities is a relatively nuanced process. The impact of all training activities that take place under the project will be assessed not only through quantitative indicators (i.e. number of sessions held, attendance at sessions), but through the use of a qualitative training assessment form that measures the relevance and impact of these activities on participants themselves.

As a TA project, no cost benefit analysis is to be undertaken for this proposal.

Besides regular progress reports, a mid term review is planned after the completion of the second year, during which the Government, the implementation team and FAO in its role as SE and also Lead Technical Unit, will jointly assess project performance and agree upon any necessary adaptation of project scope, budget and approach.

Finally, the project will benefit from an External Development Impact Evaluation (DIME) organized by the World Bank for the entire IAPP. In addition, if necessary, a supplementary rapid non-experimental independent evaluation could be undertaken after completion of the project to comply with FAO procedures if this is felt necessary at mid-term review.

## **Annex 6 - Description of Capacity Development Activities**

Capacity development is made of a mix of complementary tools, including in-country short term training (1 or 2 weeks), medium term training (1-2 months), long term education (master degrees and PhDs), study tours, mentoring, on-the-job training (through the provision of technical assistance), etc. This Annex outlines the various areas of capacity development to be covered and for each of them, a possible combination of tools.

### **I. Upstream Work**

The purpose is to strengthen national capacities to analyze agriculture and food security issues at the sector level, so as to be in a position to develop strategies, plans and sector wide approaches. This could possibly involve one long term training (e.g. PhD), medium term training, in-country training and mentoring of key staff in the Government. Some of these activities should be undertaken in close link with international financing institutions usually involved, such as the World Bank. Areas to be covered would include:

- agricultural Sector Reviews to analyze strengths, weaknesses and opportunities of the agricultural sector;
- public expenditure analysis in agriculture to assess performances and possibilities of improvement of public expenditure budgets in the field of agriculture;
- sector Wide Approaches (SWAPs) in agriculture to increasingly move towards coherent and coordinated investments in the sector.

### **II. Programme and Project Design**

This will be one of the core activities of the component. Depending on the various opportunities and needs, this will mostly include on the job training and mentoring (during the design of specific investment operations, in particular by FAO Investment Centre staff), the organization of short and medium term training seminars for staff involved in designing such operations, both in country and possibly in FAO headquarters. Further, a long term education programme (PhD or Master's degree) could be identified for a particular person within the Government who plays a key role in developing investment plans in the field of agriculture and/or food security.

The areas to be covered include:

- what it takes to prepare an agricultural investment project, i.e. training in the investment project cycle management, techniques of project design, the different elements of project preparation, appraisal requirements by international financing institutions;
- environmental dimensions of investment operations. How to assess environmental impacts, what are the requirements according to various categories of investment operations;
- social features. These are dealt with in Section V below;

- financial and economic analysis. This is usually a requirement for investment project design by both the Government and the financing institutions. Financial viability and economic effectiveness are assessed through particular techniques for agricultural projects, therefore training in these areas will occur;
- project Costing. A number of financing institutions (World Bank, Asian development bank, International Fund for Agricultural Development [IFAD], etc.) use a specific software (COSTAB) for which training sessions would be organized on the basis of training material developed by the WB and FAO;

### **III. Specific Technical Features of Investment Programmes**

The first three components of the IAPP consist of generating and propagating improved techniques. This part of the TA component will draw upon the experience of the other components in order to strengthen national capacities in dealing with these particular technical areas when designing and implementation investment operations. Some of these technical areas could include (amongst others that should be identified during the needs assessment):

- investing in water management and irrigation. What are the technical and institutional features of effective investments in this field? How to undertake physical, social and economic assessment in the context of feasibility studies, etc.? How to undertake comparative analyses of various approaches (e.g. surface irrigation vs. pumping schemes)?
- investing in seed sector development. How to invest in seed development and multiplication? What are the roles of private vs. public investments? What investments are required to enhance and assure seed quality?
- investing in nutrition. How to optimize the nutritional benefits of investment operations in the crop, livestock and fishery sectors? Which investments yield the best nutrition results? What specific nutrition investments could the country undertake to scale up nutrition as the country committed itself to do?

### **IV. Project Implementation**

Capacity development in project implementation will consist of a mix of technical assistance/advice and mentoring in the context of ongoing operations, in-country short term training seminars on specific issues (e.g. Monitoring and Evaluation) and medium or long term training abroad for specific staff (e.g. in project management). More specifically, the CD areas to be covered include:

- project Management to develop key skills to effectively run investment operations, e.g. through the preparation and implementation of annual work plans;
- establishing and running a monitoring and evaluation (M&E) System (physical and financial monitoring, independent evaluations, impact assessment) to comply with requirements by the Government and the financing institutions, and effectively deliver progress reports, lessons learned, evidence of results and outputs;
- procurement and Financial Management. This should be undertaken in close link with relevant financing institutions.

## **V. Involvement of Farmers and Their Representatives in Investment Projects**

Involvement of farmers and their representatives in the project investment cycle (design, implementation and evaluation) is necessary to ensure effectiveness and relevance of investment activities to local needs and conditions. Farmers' organizations should be strengthened and their capacities to interact with investment operations developed.

This will be undertaken through formal short term training of leaders of FOs in organizational management and the investment project cycle. It will also involve study tours to visit those with relevant experiences in successful investment operations involving communities and farmers, in Bangladesh or abroad.

This activity will also involve short and medium term training of Government staff in participatory project design and social analysis. A master's degree in this area could also be included.

## **VI. Institutional Set Up**

In addition to human capacities and skills, the tools used, institutions involved and processes through which projects are designed, supervised and implemented are also very important to optimize project effectiveness, ownership and impact. Are current processes adapted/How could they be improved? Which institutions are best suited?

Part of the activities under the project will be used to advise the Government on how to improve this institutional set up. This would mostly require the mobilization of technical assistance, the organization of study tours and possibly some mentoring.

**Annex 7 –EXAMPLE of Financial Report Format**

Name of Recipient: FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

UNEP Grant No.:FAO

Name of Project

**STATEMENT OF EXPENDITURE**  
 Reporting Period from \_\_\_\_\_ to \_\_\_\_\_  
 In \_\_\_\_\_(currency)

Printed on: 13-DEC-10

E. TF Project Status Report - Aggreg

**TF Project Status Report Split by Prior/Current/Future Years (Aggregate Values)**

Up To Period : 2010-13

TF Activity: TF2G11AA09459 607689 GOP/IGLO248/IFA (Project) | Organisation: FAO Total FAO Organizations (Total)

		Prior Years			Current Year 2010 Up To:2010-13			Cumulative Up To 2010-13			Future Years			Project Total		
		Budgets	Expenses	Balance	Budgets	Expenses	Balance	Budgets	Expenses	Balance	Budgets	Expenses	Balance	Budgets	Expenses	Balance
Funds Received	9051 TF Contributions Received (Child)		<140,000>	140,000		<60,000>	60,000		<200,000>	200,000					<200,000>	200,000
	9052 TF Interest Earned (Child)		<108>	108					<108>	108					<108>	108
	<b>Total Funds Received</b>		<140,108>	140,108		<60,000>	60,000		<200,108>	200,108					<200,108>	200,108
Expenditure	5011 Salaries Professional (Parent Account)	0	0	0	48,000	47,200	800	48,000	47,200	800	0	0	0	48,000	47,200	800
	5014 Contracts (Parent Account)	88,348	88,348	0		0	0	88,348	88,348	0	0	0	0	88,348	88,348	0
	5020 Locally Contracted Labour (Parent Account)					173	<173>		173	<173>					173	<173>
	5021 Travel (Parent Account)	0	0	0	30,135	30,743	<608>	30,135	30,743	<608>	0	0	0	30,135	30,743	<608>
	5027 Technical Support Services (Parent Account)				8,508	0	8,508	8,508	0	8,508				8,508	0	8,508
	5028 General Operating Expenses (Parent Account)				2,000	0	2,000	2,000	0	2,000				2,000	0	2,000
	5029 Support Costs (Parent Account)	11,485	11,485	0	11,524	7,847	3,677	23,009	19,332	3,677	0	0	0	23,009	19,332	3,677
	5040 General Overhead Expenses (Parent Account)					2	<2>		2	<2>					2	<2>
	<b>Total Expenditure</b>	<b>99,833</b>	<b>99,833</b>	<b>0</b>	<b>100,167</b>	<b>85,965</b>	<b>14,202</b>	<b>200,000</b>	<b>185,798</b>	<b>14,202</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200,000</b>	<b>185,798</b>	<b>14,202</b>
Balance			<40,275>			25,965			<14,310>			0			<14,310>	

We hereby certify that the above amounts have been paid for the proper execution of the Project in accordance with terms and conditions of the Agreement in respect of the Project in reference. All documentations authenticating these expenditures are retained by FAO and will be available to the FAO External Auditors for examination in the course of the audit of FAO's Financial Statement.

Certified by: \_\_\_\_\_  
 Name and Title: \_\_\_\_\_  
 Date: \_\_\_\_\_