

Consolidated Programme Implementation Plan (PIP) for the Drylands Development Programme (DRYDEV)



***A Farmer-led Programme to Enhance Water Management, Food
Security, and Rural Economic Development in the Drylands of Burkina
Faso, Mali, Niger, Ethiopia, and Kenya***

2015-18



Ministry of Foreign Affairs of the
Netherlands



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1. Introduction

The Drylands Development Programme (DRYDEV) is a five-year initiative (August 2013 to July 2018) funded by the Ministry of Foreign Affairs (MoFA) of the Netherlands, with a significant financial contribution from World Vision Australia (WVA). The World Agroforestry Centre (ICRAF) is the overall implementing agency. DRYDEV is designed to provide relevant and contextually appropriate support to smallholder farmers in selected dryland areas of Burkina Faso, Mali, Niger, Ethiopia, and Kenya. It is seeking to meaningfully contribute to the realization of a **vision** where households residing in such areas have transitioned from subsistence farming and emergency aid to sustainable rural development.

The programme's strategy is outlined in its Inception Report. It presents DRYDEV's:

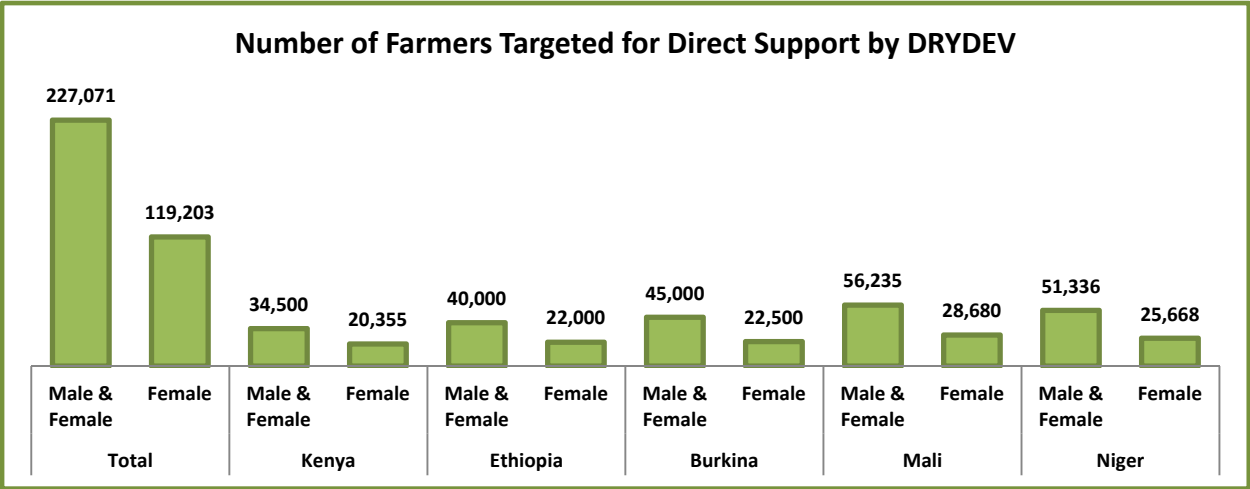
- Overarching theories of change and corresponding logical framework analysis (LFA)
- Eight cross-cutting work packages: (1) subcatchment-level natural resource management (NRM); (2) on-farm water and soil management; (3) agricultural commodity production; (4) enhancing market access; (5) financial services linking; (6) local governance and institutional strengthening; (7) planning, monitoring and evaluation (M&E) and scaling of learning; and (8) policy analysis and influencing
- Scaling strategy, which includes seven scaling principles and an approach—Options-by-Context (OxC)—to ensure that the programme's interventions are contextually appropriate
- Planning, M&E, and learning (PMEL) framework
- Programme and financial management arrangements

The purpose of this programme implementation plan (PIP) is to complement and build upon the Inception Report by presenting how DRYDEV's underlying strategy will be operationalized in the five participating countries, as well as how ICRAF will successfully manage, coordinate, and technically support the programme. Section 2 starts by presenting ICRAF's Coordination PIP. Here, the DRYDEV coordination team is first presented, including the primary role of each member. The key areas—called coordination support areas (CSAs)—where ICRAF will play an important role in managing, coordinating, and technically supporting the programme are then described. A corresponding indicative work plan follows. ICRAF's Coordination PIP concludes by presenting its respective budget, with further detail presented in an accompanying Excel workbook.

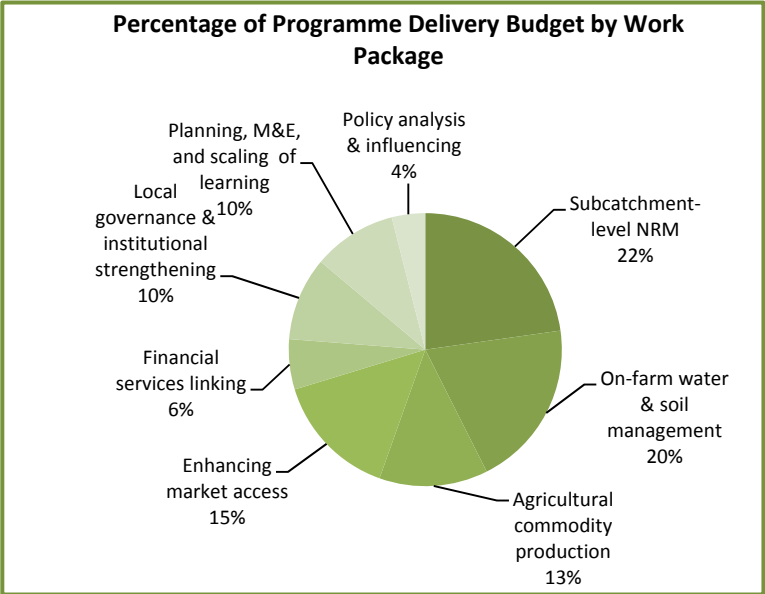
Sections 3-7 then present each country specific PIP in turn. For each plan, the DRYDEV country team is first described, including the roles and responsibilities of each organization and their staffing arrangements for the programme. Other partners that are likely to play a key role at the country level are also presented. This is followed by a description of the specific geographical areas where the programme's interventions will be implemented. DRYDEV is then placed in the context of relevant country policies and other donor-funded and non-governmental organization (NGO) programmes, including those supported by MoFA of the Netherlands. The subsections that follow then present (a) the programme's primary planned interventions—referred to as activity areas (AAs)—for its full implementation phase; (b) a corresponding indicative work plan; and (c) how threats to DRYDEV's seven scaling principles will be mitigated. The country plans conclude by presenting their exit strategies, policies pertaining to the provision of inputs and subsidies, and summary budgets (with further details being also presented in an accompanying Excel workbook).

This consolidated PIP will be complemented by the development and implementation of annual detailed implementation plans (DIPs) and corresponding detailed budgets. In these documents, specific activities will be specified under each CSA and AA each year, following critical reviews of the programme’s progress. DRYDEV’s periodic review processes may further result in the addition, subtraction, and/or modification of the CSAs and AAs presented in this document. As such, this PIP may undergo several revisions during DRYDEV’s full implementation phase.

The DRYDEV programme intends to provide quality and contextually appropriate support to over 227,000 smallholder farmers. While the county PIPs provide more detail, the chart below provides a summary of the numbers that are being targeted in each of the five countries.



The total budget for this PIP is **(US)\$38,189,868**. The contribution from MoFA is **\$34,974,657**, with balance coming from WVA. A summary of this budget is presented below, and an accompanying Excel workbook provides further detail. The budget is equivalent to that committed to the programme for the 2015-2018 period by both parties. However, given programme start-up delays, significant previously disbursed funds remain unspent, and ICRAF will be submitting a carry-over request to utilize these funds following its submission of the Inception Year’s programmatic and financial reports. This request will be directed towards enhancing DRYDEV’s delivery. It is also important to note that the majority of DRYDEV’s financial resources will be channeled directly to supporting programme delivery, with 70% of every country programme budget being allocated for this. The chart to the right shows how DRYDEV programme delivery budget is allocated by work package.



The Drylands Development Programme (DRYDEV) Implementation Budget 2015-18 (USD)

Budget Summary: Overall Programme

	2015 (04-12)	2016 (01-12)	2017 (01-12)	2018 (01-07)	TOTAL
1. Personnel					
1.1 ICRAF	919,059	1,171,406	1,118,305	852,984	4,061,755
1.2 Kenya National Lead Organization (NLO) and Implementing Partners (IPs)	454,315	490,923	490,927	235,491	1,671,656
1.3 Ethiopia NLO and IPs	320,609	408,554	409,592	253,173	1,391,927
1.4 Burkina Faso NLO and IPs	264,256	341,861	344,536	193,548	1,144,200
1.5 Mali NLO and IPs	208,950	278,600	278,600	139,300	905,450
1.6 Niger NLO and IPs	269,096	358,795	365,496	217,232	1,210,619
Subtotal Personnel	\$2,436,284	\$3,050,138	\$3,007,456	\$1,891,729	\$10,385,607
2. Travel					
2.1 ICRAF	123,500	111,250	98,000	70,651	403,401
2.2 Kenya NLO and IPs	50,757	62,273	63,136	21,657	197,823
2.3 Ethiopia NLO and IPs	114,290	95,225	96,780	49,800	356,095
2.4 Burkina Faso NLO and IPs	25,271	26,873	27,203	14,780	94,127
2.5 Mali NLO and IPs	33,888	71,820	60,067	31,788	197,563
2.6 Niger NLO and IPs	4,000	6,000	6,000	4,000	20,000
Subtotal Travel	\$351,707	\$373,441	\$351,186	\$192,675	\$1,269,009
3. Equipment					
3.1 ICRAF	155,859	0	0	0	155,859
3.2 Kenya NLO and IPs	20,656	0	0	0	20,656
3.3 Ethiopia NLO and IPs	75,000	4,500	4,500	0	84,000
3.4 Burkina Faso NLO and IPs	54,402	0	0	0	54,402
3.5 Mali NLO and IPs	62,032	0	0	0	62,032
3.6 Niger NLO and IPs	18,299	0	0	0	18,299
Subtotal Equipment	\$386,248	\$4,500	\$4,500	\$0	\$395,248
4. Other Administration & Operational Expenses					
4.1 ICRAF	51,800	38,850	40,793	24,985	156,428
4.2 Kenya NLO and IPs	213,313	190,342	190,599	82,405	676,658
4.3 Ethiopia NLO and IPs	160,322	158,522	128,178	80,505	527,528
4.4 Burkina Faso NLO and IPs	60,830	68,576	68,576	38,540	236,523
4.5 Mali NLO and IPs	78,015	107,092	107,157	73,177	365,441
4.6 Niger NLO and IPs	63,722	84,962	84,962	49,561	283,208
Subtotal Other Administration & Operational Expenses	\$628,002	\$648,345	\$620,265	\$349,173	\$2,245,786
Total for Staffing & Operational Costs	\$3,802,241	\$4,076,424	\$3,983,407	\$2,433,577	\$14,295,650
5. ICRAF Programme Coordination Support					
5.1 Programme Governance & Oversight	103,500	117,925	122,571	25,591	369,587
5.2 Facilitation of Options-by-Context & Related Action Learning Activities	0	0	0	0	0
5.3 Partner Capacity Development and Co-learning	160,000	125,000	125,000	111,079	521,079
5.4 Monitoring & Evaluation Technical Support	150,000	0	0	180,000	330,000
5.5 Programme Communications	47,340	25,000	22,500	20,000	114,840
5.6 Programmatic Technical Support for Country Teams	0	0	0	0	0
5.7 Support for Policy Analysis and Influencing	15,000	20,000	20,000	15,000	70,000
5.8 Support for Scaling of Evidence and Learning	12,500	20,000	20,000	15,000	67,500
TOTAL for Programme Coordination Support	\$488,340	\$307,925	\$310,071	\$366,670	\$1,473,006
6. Programme Delivery					
6.1 Subcatchment-level natural resource management	1,354,654	1,272,093	1,283,658	486,252	4,396,657
6.2 On-farm water & soil management	1,202,023	1,109,513	1,235,550	465,728	4,012,814
6.3 Agricultural commodity production	748,882	741,346	830,912	274,630	2,595,770
6.4 Enhancing market access	916,523	833,034	695,819	249,225	2,694,601
6.5 Financial services linking	302,107	319,594	287,098	86,976	995,774
6.6 Local governance & institutional strengthening	515,025	550,894	484,933	196,117	1,746,969
6.7 Planning, M&E, and scaling of learning	404,590	501,018	498,441	320,762	1,724,811
6.8 Policy analysis & influencing	187,391	291,209	193,507	117,850	789,957
Total for Programme Delivery Costs	\$5,631,195	\$5,618,701	\$5,509,918	\$2,197,540	\$18,957,354
Total Direct Costs	9,921,776	10,003,050	9,803,396	4,997,788	34,726,010
Overhead	793,742	800,244	784,272	399,823	2,778,081
CGIAR CSP (2%) (DGIS Contribution Only)	195,908	197,406	193,033	99,431	685,778
Grand Total	\$10,911,426	\$11,000,700	\$10,780,701	\$5,497,041	\$38,189,868

2. ICRAF's Coordination Programme Implementation Plan (PIP)

2.1 The DRYDEV ICRAF Coordination Team

As articulated in DRYDEV's Inception Report, ICRAF is putting in place a more substantive team to support the programme's cost-effect delivery. Particular efforts were made to embed the programme within ICRAF's existing structures and ensure that the country partners will be supported at the right time and in the right ways. The following table presents each ICRAF staff member that will support DRYDEV's full implementation phase, as well as their primary role in and the number of months per year on the programme. More detailed Terms of Reference (ToRs) for each of these positions are presented in Annex A. It is important to note that a number of staff months (particularly at the headquarters level) will decrease over time, particularly as the capacity of the regional and country teams strengthen. This is intentional to ensure that the programme is put on a solid footing.

Position	Core Role	# months/year
ICRAF Headquarters		
Assistant Director General (ADG), P&I ¹	Overall responsible; chairs Steering Committee	1
ADG Delegate; Head, MEIA ²	Directs programme; spearheads PMEL framework ³	5 down to 1
Senior Finance Officer	Oversees financial mgt.; leads compliance in East Afr.	6
Programme Officer, P&I	Supports overall logistics and coordination	1
Administrative Assistant, P&I	Support overall programme administration	2
Communications Officer, P&I	Supports overall programme communications	1
Senior Drylands Scientist	Advises on dryland development strategies	2 down to 0
Senior Value Chains Specialist	Leads support for value chain & marketing	4 down to 1
Senior Water Resources Engineer	Leads support for subcatchment water buffering	4 down to 2
Senior Land Health Specialist	Leads support for RS ⁴ & land health restoration	2 down to 1
Climate Change & RS Scientist	Leads measurement of crop water productivity	1
M&E and Learning Specialist	Supports ADG delegate role out PMEL framework	3 down to 1
Geospatial Officer	RS & land health restoration	2 in Years 1 & 4
Senior Economist-Impact	Supports Impact Assessment with focus on Sahel	3-4 in Years 1&4
ICRAF East Africa (Kenya and Ethiopia Field Offices)		
ESAP ⁵ Regional Coordinator	Oversees the programme in ESAP; chairs EA PCC ⁶	1
Kenya Country Representative	Represents ICRAF on DRYDEV Kenya Core Team	3 down to 1
Ethiopia Country Representative	Represents ICRAF on DRYDEV Ethiopia Core Team	3 down to 1
DRYDEV East Africa Coordinator	Coordinates delivery of DRYDEV in EA	12
EA Water Development Specialist	Supports country team on water buffering/harvesting	2
EA Agroforestry/Land Health Spec.	Technical support on agroforestry, land head, etc.	2
Kenya Programme Assistant	Supports Kenya Country Representative	8 down to 4
Ethiopia Programme Officer	Supports Ethiopia Country Representative	6
Kenya Administration Support	Supports Kenya programme administration	1-2
Ethiopia Administration Support	Supports Ethiopia programme administration	1-2

¹ Partnerships and Impact

² Monitoring, Evaluation and Impact Assessment

³ Planning, Monitoring, Evaluation, and Learning

⁴ Remote sensing

⁵ East and Southern Africa Programme

⁶ Programme Coordination Committee

Position	Core Role	# months/year
ICRAF Sahel (Mali Nodal Office and Burkina Faso and Niger Focal Offices)		
Sahel Nodal Representative	Oversees the programme in Sahel; chairs Sahel PCC	2 down to 1
Burkina Faso Country Representative	Represents ICRAF on DRYDEV Burkina Core Team	3
Mali Country Representative	Represents ICRAF on DRYDEV Mali Core Team	3
Niger Country Representative	Represents ICRAF on DRYDEV Niger Core Team	3
DRYDEV Sahel Coordinator	Coordinates delivery of DRYDEV in the Sahel	12
DRYDEV Sahel Finance Officer	Leads Sahel financial management & monitoring	12
Sahel Communications Officer	Supports with communications & translation	6
DRYDEV Sahel Adm. Assistant	Supports Sahel programme administration	12
Sahel Water Development Specialist	Supports country teams on water management	2
Sahel Value Chains Specialist	Supports country teams on value chains dev.	2
Sahel Agroforestry/Land Health Spec.	Supports country teams on agroforestry, etc.	2
Sahel Impact Assessment/PMEL Spec.	Supports impact assessment and PMEL processes	2
Sahel Administrative & logistical sup.	Supports Sahel admin. and logistics	1-2
2 Programme Drivers	Facilitate transport of ICRAF DRYDEV staff	12

2.2 Coordination Support Areas (CSAs)

As explained in DRYDEV's Inception Report and as is the case for the country-level PIPs, this ICRAF Coordination PIP will be brought to life each year through the development of detailed implementation plans (DIPs). Moreover, whereas the country PIPs comprise a consistent set of work packages and corresponding activity areas, the Coordination PIP comprises a common set of coordination support areas (CSAs). Under each CSA, specific activities will be defined in the annual DIP planning process based on DRYDEV's emerging coordination support needs. The purpose of this section is to briefly describe each CSA and types of specific activities that will likely fall under each.

1. Programme Governance and Oversight

The activities under this CSA will ensure that DRYDEV is effectively governed and managed. This includes activities related to setting up and functioning of the programme's Steering Group and regional Programme Coordination Committees (PCCs), as well as the Support Group's periodic reviews of programmatic progress and corresponding recommendations. Ensuring that the programme is effectively managed will also necessitate that ICRAF carry out its own monitoring and supervision, so activities relevant to this will also be indicated under this CSA. This includes both programmatic and financial monitoring. Finally, the review of programmatic and financial reports submitted bi-annually by National Lead Organizations (NLOs) and the preparation and submission of annual reports to DGIS will also be subsumed here.

2. Facilitation of Options-by-Context (OxC) & Related Action Learning Activities

While much of the work under this CSA will be funded by complementary sources of funding, it will represent one of ICRAF's important value added contributions to the DRYDEV programme. Supporting its successful execution will include developing an OxC field guide and various complementary tools, as well as training country partners and other local stakeholders in the approach. Moreover, while the characterization studies undertaken in the Inception Year represent a good starting point, more refined subcatchment biophysical and socioeconomic characterization work will take place under this CSA. This is intended to support country teams as they define initial subcatchment development options and

facilitate participatory processes with farmers. The final cluster of activities under this CSA will involve spearheading action learning initiatives to devise and test options to address local challenges for which solutions are not immediately apparent.

3. Partner Capacity Development and Co-learning

DRYDEV's cost-effective delivery depends highly on the capacity of country teams. The organizations that make up these teams were selected based on their respective strengths. However, as would be expected, there are (and will continue to be) areas for improvement. This CSA, in particular, will include activities that will periodically assess country team capacity in relation to the programme's delivery and develop strategies—together with the participating organizations themselves—to address any identified gaps. Many of the corresponding capacity development initiatives will take place during DRYDEV's annual reflection and planning workshops, which also fall under this CSA.

4. Monitoring and Evaluation Technical Support

The Inception Report presents DRYDEV's Planning, Monitoring, Evaluation, and Learning (PMEL) framework. Under this CSA, ICRAF will develop and adapt guidelines and tools to support its operationalization, as well as develop corresponding country team capacity. Moreover, a number of activities will take place—particularly in 2015 and 2018—to estimate DRYDEV's impacts. Given its technical complexity, this work will be spearheaded and led by ICRAF, with strong support from its Research Methods Group (RMG). Key activities will include (a) further training country teams in the methodology; (b) identifying and finalizing both intervention and comparison subcatchments to make up each country's impact study area; (c) developing and field testing data collection instruments to be used in both the baseline and endline surveys; (d) training enumerators and/or extension agents in the application of these instruments; (e) supervising data collection processes; and (f) cleaning and analyzing the collected data and producing reports and complementary publications.

5. Programme Communications

This CSA will house activities associated with executing DRYDEV's communication strategy, as outlined in the Inception Report. Corresponding activities will include the development of Information, Education, and Communication (IEC) materials, particularly directed at supporting farmers to adopt improved NRM, production, and/or marketing practices. A website will also be developed in 2015 to strengthen both external and internal communications. This will be complemented by the development of an online management system. Various means of disseminating evidence and learning, as well as influencing policy makers and other relevant actors, will additionally be pursued under this CSA, including holding workshops and producing evidence briefs, media reports, and other publications.

6. Programmatic Technical Support to Country Teams

Given ICRAF's expertise in various relevant areas (e.g. agroforestry, land restoration, value chain development, remote sensing, and impact assessment), it will also add value by providing technical support to country teams. This has strongly informed the selection of many of the ICRAF staff members who will support the programme. Various activities related to the provision of technical support will therefore be defined under this CSA each year. These include those related to: (a) agroforestry and farmer managed natural regeneration (FMNR); (b) water harvesting and management; (c) value chain development; and (d) land health surveillance via remote sensing and biophysical characterization.

7. Support for Policy Analysis and Influencing

As explained in the Inception Report, DRYDEV is seeking to improve the lives of farmers residing in the drylands by providing them with direct support and also by creating a more enabling policy and institutional environment. While country teams will carry out much of this work, this CSA exists to provide those teams with relevant support; it will also scale up the influencing processes to the regional and international levels. Various tools will be developed to support country teams and other stakeholders to identify policy constraints affecting farmers and plausible means for how these can be overcome. Country teams will share their respective approaches and tools; they will also be given specific training and support to develop and pursue effective policy influencing strategies. In collaboration with a number of the NLOs, ICRAF will also take complementary efforts at the regional and international levels on issues pertinent to the sustainable development of the drylands.

8. Support for Scaling of Evidence and Learning

DRYDEV's potential impact will be actualized to a much greater extent if the evidence and learning generated under the programme informs wider policy, practice, and investment decisions. ICRAF plans to play a large role in both supporting country teams in this process and taking independent action, hence this final CSA. This will include supporting country teams to identify and engage key 'scaling stakeholders' and developing and pursuing effective means of disseminating programmatic evidence and learning. This is intimately linked to the programme's Communication Strategy, as articulated in the Inception Report.

2.3 Overall ICRAF Coordination Budget for Main Implementation Phase

The total budget associated with this Coordination PIP is **\$6,250,490**, with **\$4,763,563** to support staffing and associated operational costs and **\$1,486,927** to support specific coordination and country team capacity development activities. A summary of this budget is presented below, with further details presented in an accompanying Excel workbook. More detailed budgets will be presented annually and accompany DRYDEV's annual Detailed Implementation Plans (DIPs).

The Drylands Development Programme (DRYDEV) ICRAF Coordination Budget 2015-18 (USD)

	2015 (04-12)	2016 (01-12)	2017 (01-12)	2018 (01-07)	TOTAL
1. Personnel					
1.1 ICRAF Headquarters	325,294	316,074	230,363	291,195	1,162,926
1.2 ICRAF East Africa	215,895	311,128	319,250	197,311	1,043,584
1.3 ICRAF Sahel	377,871	544,204	568,693	364,478	1,855,246
Subtotal Personnel	\$919,059	\$1,171,406	\$1,118,305	\$852,984	\$4,061,755
2. Travel					
2.1 ICRAF HQ	35,000	26,000	14,000	23,000	98,000
2.2 ICRAF East Africa	32,000	32,500	32,500	17,609	114,609
2.3 ICRAF Sahel	56,500	52,750	51,500	30,042	190,792
Subtotal Travel	\$123,500	\$111,250	\$98,000	\$70,651	\$403,401
3. Equipment					
3.1 ICRAF HQ	1,000	0	0	0	1,000
3.2 ICRAF East Africa	96,000	0	0	0	96,000
3.3 ICRAF Sahel	58,859	0	0	0	58,859
Subtotal Equipment	\$155,859	\$0	\$0	\$0	\$155,859
4. Other Administration & Operational Expenses					
3.1 ICRAF HQ	0	0	0	0	0
3.2 ICRAF East Africa	43,400	22,050	23,153	14,181	102,783
3.3 ICRAF Sahel	8,400	16,800	17,640	10,805	53,645
Subtotal Other Administration & Operational Expenses	\$51,800	\$38,850	\$40,793	\$24,985	\$156,428
Total for Staffing & Operational Costs	\$1,250,218	\$1,321,506	\$1,257,098	\$948,621	\$4,777,443
5. Programme Coordination Support					
5.1 Programme Governance & Oversight	103,500	117,925	122,571	25,591	369,587
5.2 Facilitation of Options-by-Context & Related Action Learning Activities	0	0	0	0	0
5.3 Partner Capacity Development and Co-learning	160,000	125,000	125,000	111,079	521,079
5.4 Monitoring & Evaluation Technical Support	150,000	0	0	180,000	330,000
5.5 Programme Communications	47,340	25,000	22,500	20,000	114,840
5.6 Programmatic Technical Support for Country Teams	0	0	0	0	0
5.7 Support for Policy Analysis and Influencing	15,000	20,000	20,000	15,000	70,000
5.8 Support for Scaling of Evidence and Learning	12,500	20,000	20,000	15,000	67,500
TOTAL for Programme Coordination Support	\$488,340	\$307,925	\$310,071	\$366,670	\$1,473,006
Grand Total	\$1,738,558	\$1,629,431	\$1,567,169	\$1,315,291	\$6,250,449

3. Kenya Programme Implementation Plan (PIP)

3.1 DRYDEV Kenya Team

3.1.1 Partnership Arrangement

Lead Organization: World Vision Kenya

Through a competitive bidding process, World Vision Kenya (WVK) was selected by ICRAF as the National Lead Organization (NLO). WVK has operated in Kenya for 40 years, covering 36 counties of the country's 47 counties. It has extensive experience in the areas of livelihoods strengthening, NRM, humanitarian response, and advocacy, backed by a wide range of technical expertise and well-established systems, structures, and networks both nationally and at the grassroots level. WVK will play three key roles in the programme: (1) sub-granting to and coordinating the work of other DRYDEV Kenya implementing partners; (2) spearheading DRYDEV's governance and institutional strengthening interventions (WP 6) across the three targeted counties (Machakos, Makueni and Kitui); and (3) leading the implementation of NRM and agricultural commodity production interventions (WPs 1-3) in Machakos County.

Netherlands Development Organization (SNV): Value Chain Development

The Netherlands Development Organization (SNV) has operated in Kenya since 1967 in 40 counties. Its core expertise is in facilitating Value Chain Development (VCD). This includes analyzing and optimizing opportunities in the value chain that have the potential to "pull" smallholders/out-growers into markets, thereby improving their productivity and incomes. The organization has experience in developing and implementing inclusive business models pertaining to horticulture (e.g. mango, passion fruit, banana, avocado, beans, potato, and onion) and has conducted detailed studies related to market analysis and the provision of financial services to smallholders. Under DRYDEV, SNV will support the participating farmers in lucrative value chains and increase their access to financial services (WP 4-5) across all the geographic areas covered by the programme.

Caritas-Kenya: Lead Implementer in Makueni County

Established in 1973, Caritas Kenya (CK) is the development and humanitarian directorate of the Kenya Conference of Catholic Bishops (KCCB), which has a presence in all the 47 counties of Kenya. It has extensive experience in providing technical assistance and solutions in the areas of sustainable agriculture, food security, income generation, and disaster preparedness and response. Under DRYDEV, Caritas will lead NRM and agricultural commodity production interventions (WPs 1-3) in Makueni County.

Adventist Development and Relief Agency Kenya: Lead Implementer in Kitui County

The Adventist Development and Relief Agency (ADRA) Kenya has operated in Kenya for 30 years covering 21 counties. It has substantive expertise in the areas of soil and water management, agro-forestry, and disaster risk reduction. It will lead NRM and agricultural commodity production interventions (WPs 1-3) in Kitui County.

3.1.2 Programme Staffing by Organization

The following table presents the positions by partner organization that will support DRYDEV's implementation in Kenya during the full implementation phase, as well as the number of months each will be allocated to the programme per year. More detailed ToRs for each of these positions is presented in Annex A.

DRYDEV Kenya Staff by Organization

Position	Core Role	months/year
World Vision Kenya		
Project Director	Overall leadership & technical direction for WVK team	12
Associate Project Director, M&E	Deputize Project Director & coordinate PMEL processes	12
Financial Analyst	Ensuring financial stewardship, accountability & reporting	12
Institution Dev. & Policy Officer	Lead and coordinate work under WPs 6 & 8.	12
Project Manager	Field level management and provision of technical support	12
3 Project Officers	Facilitation of site level activity implementation	12
2 Project Drivers	Transport facilitation at Secretariat and field levels	12
World Vision Australia		
Food Security & Evaluation, Adviser	Technical backstopping of PMEL, gender, & WV management support	12
Sr. Advisor, Partnership Operations	WV management & technical support, WVA funds liaison	12
Value Chain (VC) Expert	Technical backstopping of VC/economic empowerment interventions	6
SNV Kenya		
Agriculture Sector leader	Management Coordination and M&E	3
Project advisor	Coordinates support for business services & market linkages	12
Project administrator	Support in logistics, finance and administration	6
Driver	Transport and field logistics.	6
Caritas Kenya		
National Director	Organizational level management & technical guidance	2.5
Project Manager	Overall coordination, technical direction and M&E support	12
2 Field Officers	Facilitation of site level activity implementation	12
Programme Officer (Water)	Lead technical field work for WPs 1-2 in Caritas sites	12
Programme Officer (Livelihoods)	Support technical field work for WPs 3-5 in Caritas sites	3.6
Accountant	Preparation of budgets and accounting of project expenses	3.6
ADRA Kenya		
Programmes Director	Organizational level technical guidance	1
Finance Director	Ensure sound financial mgt. of DRYDEV finances	1
Project Manager	Overall coordination & technical direction for ADRA team	12
Water Officer	Lead technical field work for WPs 1-2 in ADRA sites	12
Agriculture Officer	Lead & support technical field work for WPs 3-5 in ADRA sites	12
Field Office Custodian	Facilitation of site level activity implementation	12
Project Driver	Transport facilitation at organizational and field levels	12
Accountant	Preparation of budgets and accounting of project expenses	6
M&E Manager	Technical support for DRYDEV's PMEL activities	1

3.1.3 Other Strategic Partners and Stakeholders and their Potential Roles in the Programme

There are several other partners and key stakeholders that will likely play a key role in the programme's delivery. These are presented in the following table.

Other Strategic Partners and their Potential Roles in the Kenya DRYDEV Programme

Strategic Partner	Potential Role
County Government Ministries	<ul style="list-style-type: none">• Project co-financing to support scaling up and sustainability• Joint planning, implementation, supervision & monitoring• Implementation, review and/or enactment of policies and legislation• Assist with scaling up of best practices
Kenya Agricultural & Livestock Research Organization (KALRO)	<ul style="list-style-type: none">• Sharing of appropriate agricultural technologies and innovations• Provision of relevant technical guidance• Support in the production and provision of good quality seeds
Kenya Forestry Research Institute (KEFRI)	<ul style="list-style-type: none">• Provision of quality seeds for tree nursery establishment• Capacity building of farmers on tree nursery establishment and planting• Provision of information and tools to support farmers optimally integrate trees into their farming systems.
Kenya Plant Health Inspectorate Services (KEPHIS)	<ul style="list-style-type: none">• Train and certify community-based seed multipliers• Provide follow up support to community based seed multipliers
Microfinance Institutions (MFIs)	<ul style="list-style-type: none">• Provision of farmers with appropriate loan products at affordable interest rates and repayment arrangements• Encourage and support farmer organizations, women and youth groups to use loans to increase their asset base, diversify income by engaging in enterprise development• Provision of business development advisory services
NGOs (Int. and local)	<ul style="list-style-type: none">• Collaborate with the Programme to complement DRYDEV through their existing resources and expertise• Provide FOs/CBOs support when required• Join stakeholders' platform for scaling out of the programme

3.2 Programme Operational Area

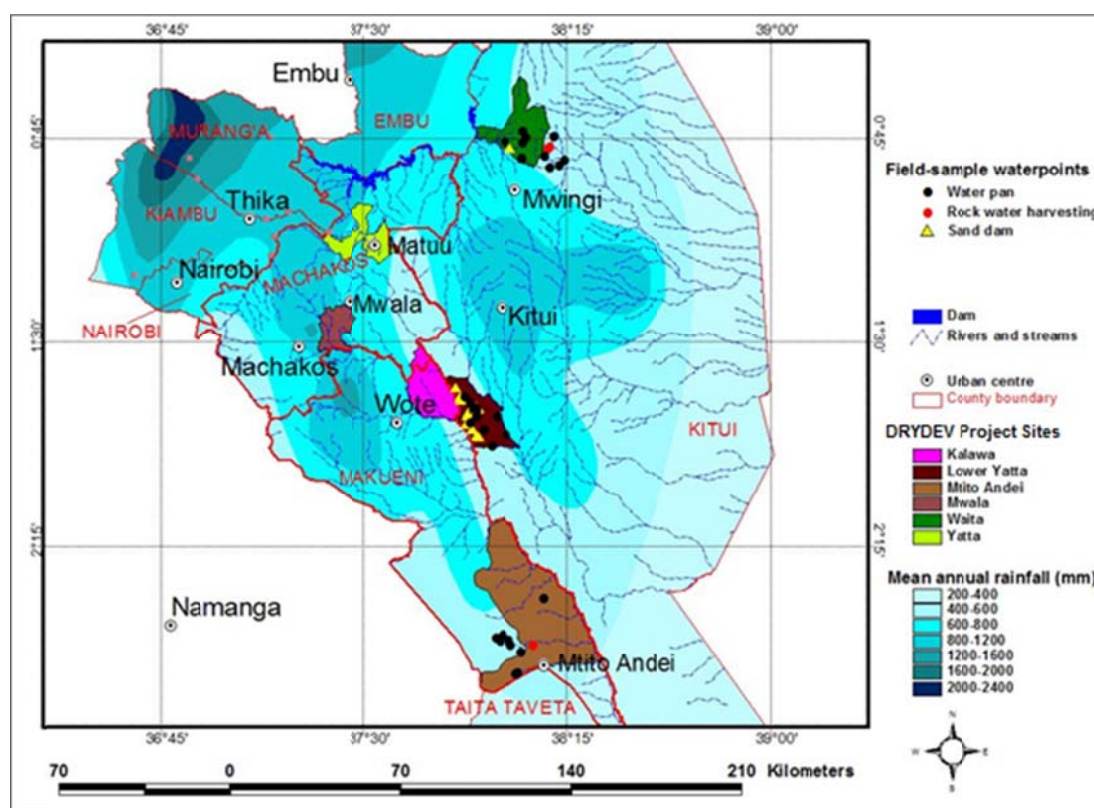
3.2.1 Overall Programme Area

The programme initially targeted 10 sub-catchments for both the Inception Year and the full implementation phase. However, as this PIP was being prepared, the mapping of biophysical data revealed that some areas initially counted as individual programme sites actual fall within in the same subcatchment. This reduced the number of the subcatchments to six (see table and map below). It also became apparent that the scale of the subcatchments in Kenya's Eastern Province is very large, and it would be difficult for DRYDEV to 'treat' each of them in their entirety, as well as ensure that a high percentage of the farmers residing in them benefit from its support. Given this, the specific areas that will be targeted are technically 'sub-sub-catchments'. These watershed units have been biophysically delineated to ensure that DRYDEV's integrated watershed development model can be meaningfully implemented.

Inception Year and New Sites Targeted by the DRYDEV Kenya Programme

County	Sub-county	Sub-catchment	Specific Areas (sub-sub-catchments)	Partner(s) implementing*
Initial Inception Year Sites				
Kitui	Mwingi Central	Upper Enziu	Thonowa, Waita & Endui	1,4,3
	Kitui Rural	Mid Tiva	Kanyangi & Kiseuni (within Mandongoi)	1,4,3
Makueni	Mbooni	Kyanzonzo	Kathulumbi, Syotuvali	1,5,3
	Kibwezi East	Upper Kambu	Kathekani (Nzambani & Thongoni)	1,5,3
Machakos	Yatta	Ekalakala	Ndalani & Kavingoni	1,3
	Mwala	Miindu	Kyawango, Mianyani	1,3
New Sites Targeted for Expansion				
Makueni	Kibwezi East	Upper Kambu	Masongaleni & Mukange	1,5,3
	Mbooni	Kyanzonzo	Miangeni	
Machakos	Mwala	Miindu	Mianyani and may consider Kibau	1,3
	Yatta	Ekalakala	Matuu (Kaluluini and Kathulani)	1,3
Kitui	Mwingi Central	Upper Enziu	Katitika & Nyanya	1,3,4
	Kitui rural	Within Mid-Tiva	Within Mandongoi	1,3,4

*1=WVK; 2=WVA; 3=SNV; 4=ADRA; 5=CARITAS



Kenya DRYDEV Programme Sites

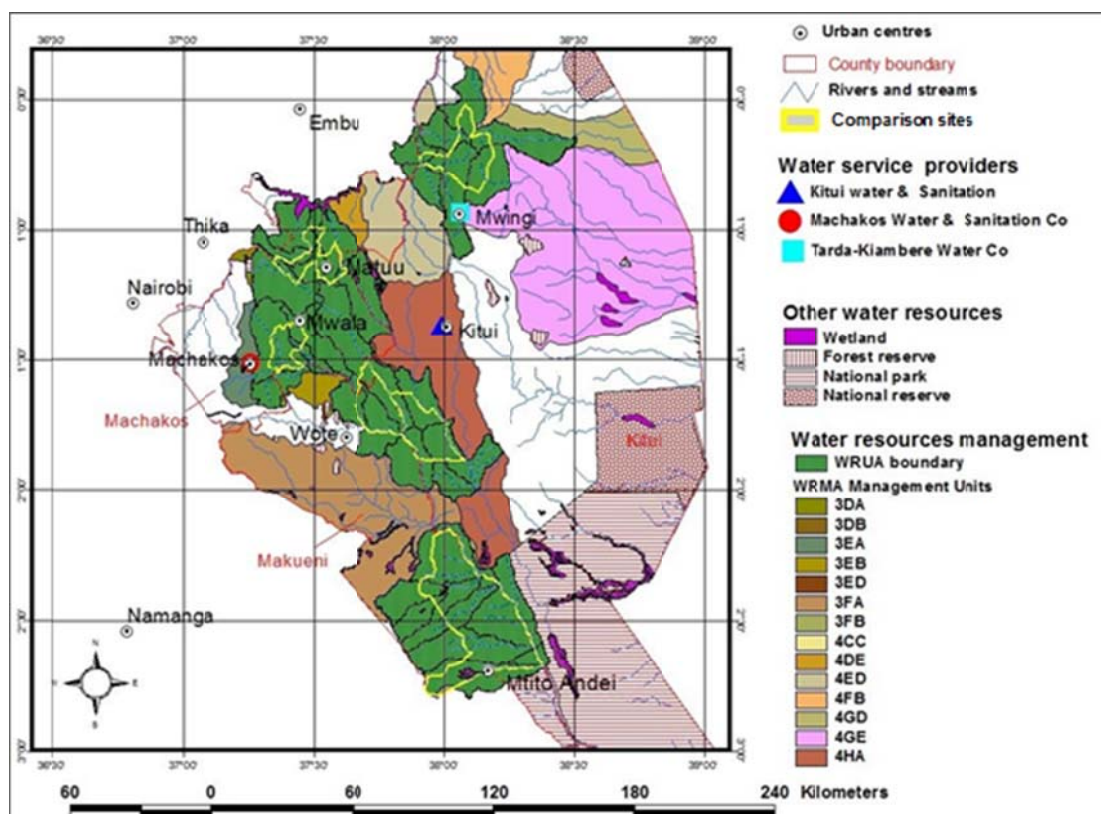
3.2.2 Impact Study Area

As outlined in the Inception Report, an impact study area is to be delineated within the overall Kenya programme area. Here, purposively selected subcatchments not targeted by the programme will be used for comparison purposes, thereby enabling an estimation of DRYDEV's overall impact on the key

outcome and impact measures documented in the Inception Report to be ascertained. The following table and accompanying map present potential comparison sites that may be used following further verification, together with the specific programme sites they will be compared with. The selection of the former was guided by the biophysical mapping and remote sensing carried out in the Inception Year. Efforts were made to match each of the new programme sites listed above with a similar area but outside of the programme's hydrological sphere of influence. The criteria used in the matching process included similar soil type, vegetation cover, elevation, population density, and poverty levels, as well as annual rainfall levels of between 400-800mm per annum.

Initial List of Comparison Sub-catchment Sites with Matched Programme Sites

County	Sub-county	Sub-catchment	Potential Comparison Site	Matched Expansion Site
Kitui	Mwingi Central	Tyaa	Kathoka in Tyaa sub-catchment	Katitika & Nyanya in Upper Enziu
	Kitui Rural	Mid Tiva	Eastern part Mid Tiva	Within Mandongoi in Mid Tiva
Makueni	Mbooni	Kyanzonzo	Mavindini or Kathongo	Miangueni in Kyanzonzo sub-catchment
	Kibwezi East	Upper Kambu	Identify an area 20-50km away from Thongoni (Machinery)	Masongaleni, Mukenge In - Upper Kambu
Machakos	Yatta	Mathauta	East part of Mathauta within Kavingoni and Kthulani	Matuu (Kaluluini and Kathulani) in Ekakakala sub-catchment
	Mwala	Miindu	Kamwala	Mianyani and may consider Kibau in Miindu Sub-catchment



Kenya DRYDEV Potential Comparison sites

3.3 Linkages and Synergy with Government Policy & Donor and NGO Programmes

3.3.1 Relationship to Government Policy

Food security, sustainable land and water management, and gender equity are key policy objectives of the Kenyan government. As a result Kenya has signed and domesticated the African Union NEPAD initiative entitled the Comprehensive African Agriculture Development Programme (CAADP), as well as a number of other relevant international agreements. This commitment is further reflected in the Government's Vision 2030, Agriculture Sector Development Strategy (2010-2020), Declaration on Gender Equity in Africa, and Constitution of Kenya 2010. These are currently being implemented through a series of policies and strategies, including but not limited to the National Food and Nutrition Policy (2011); the National Agriculture Sector Extension Policy (2012); the National Livestock Policy (2014); the National Environment Policy (2013); the National Policy for Sustainable Development of Northern Kenya; the National Climate Change Response Strategy (2010); the National Agri-business Strategy (2012); the Fertilizer Reduction Strategy; the National Accelerated Agricultural Inputs Access Programme; and the National Gender Policy.

The DRYDEV programme significantly complements and supports the three participating county governments to implement many of the above strategies and policies. The programme's focus on strengthening farmer capacity to meaningfully participate in both the formulation and implementation of policies that affect agriculture, livestock, water and environmental management, and value chains will ensure that they are more responsive to their interests. The Kenyan DRYDEV team will continue to adhere to the above stated policies during the programme's full implementation phase.

3.3.2 Relationship with Other Dutch MoFA-Funded Initiatives in Kenya and East Africa

Key areas of relevant focus for Dutch investment and involvement are in relation to food security and water development initiatives. From the initial stages of planning, the country partners have and will continue to engage with the Netherlands Embassy in Nairobi to benefit from the knowledge generated and infrastructure developed for the implementation of these initiatives. In addition, the DRYDEV programme is being implemented in partnership with SNV, a Dutch non-governmental organization (NGO) that spearheads pro-poor value chain development approaches in the agricultural sector in order to foster economic development. As a key implementing partner, SNV will lead DRYDEV's work on value chain development and enhancing farmer access to appropriate financial services. Here, its technical staff will apply the experience and skills gained from various other programmes funded by MoFA. This includes the Kenya Markets Assistance Programme (MAP), which seeks to strengthen the performance of key agricultural and basic service markets. Lessons will also be drawn from other MoFA-funded projects, such as the recently implemented Increasing Community Resilience to Drought Project in Sakai Sub-location in Makueni County and the Youth Employment Creation Programme in Machakos County.

3.3.3 Linkages with Other Major Relevant Donor and/or NGO Initiatives in Kenya in General and Targeted Areas in Particular

Collaboration will be sought with other major donors and agencies with projects in the programme area to ensure synergy and leveraging complementary resources. These projects include those spearheaded

by the county government ministries of Agriculture, Water and Marketing, Environment and Natural Resources, Cooperatives, and Enterprise Development. Key relevant projects include the Agricultural Development Sector Support Project (ADSP), as well those funded by the National Drought Management Authority (NDMA) and the Water Services Trust Fund (WSTF). Linkages and leveraging from special national government funds, such as the Women Enterprise Fund, Youth Fund, Uwezo Fund, the Constituency Development Fund (CDF), and the Disability Fund will be sought to promote greater impact and sustainability.

3.4 Programme Activities and Output Targets

3.4.1 Key Activities by Work Package

Work Package 1: Subcatchment-level natural resource management (NRM)

The main focus of this work package is to mobilize and develop the capacity of farmer-led Sub-catchment Action Committees (SCACs) and support them—in close collaboration with larger sub-catchment level Water Resources Management Authorities (WRMAs)—to develop and implement sub-catchment Action Plans (SCAPs).⁷ This process will be informed by guidelines developed for the DRYDEV programme, which complement those already used by the WRMAs to support larger scale subcatchment management planning. While each SCAP will be unique and based on intensive participatory and inclusive processes with local farmers, it is anticipated that they will consist of the following components: (a) the establishment and maintenance of subcatchment level water buffering structures; (b) farmer managed natural regeneration (FMNR); and (c) enrichment planting (EP). The participatory and multi-stakeholder processes undertaken to develop the SCAPs will also serve as an entry point for the OxC approach initiated under DRYDEV. Through this process, there will likely be significant uncertainty about the contextual relevance and suitability of prescribed options for enhancing subcatchment management, and participatory action learning processes will be initiated with farmers to customize options to the local context and the varying conditions found within.

Work Package 2: On-farm water & soil management

The SCAPs will also comprise strategies for enhancing NRM practices at the farm level. Locally appropriate and integrated on-farm technologies and practices will be promoted among the participating farmer organizations (FOs) mobilized under WP 6 (see below). These technologies and practices will include those related to (a) rainwater harvesting (e.g. zai pits); (b) agroforestry; (c) on-farm FMNR; (d) soil conservation (e.g. contour bunds) and fertility enhancement (e.g. micro-dosing); and (e) small-scale irrigation. To support and encourage FO members to adopt these technologies, demonstration plots will be established in each targeted sub-catchment, which will serve as nodes for farmer-to-farmer training and extension, as well as many of the OxC action learning initiatives. This will be complemented by exchange visits to well-performing farms and sites.

Work Package 3: Agricultural commodity production

WP 1 and WP 2 are intended to raise the potential for increased agricultural production in the targeted sub-catchments, and the focus of WP 3 is to support the participating FOs to actualize this potential. This will be for the dual purpose of enhancing both food security and on-farm income. The latter relates this work package directly to DRYDEV's value chain development work. Consequently, the commodities

⁷ Sub-catchment management plans (SCMPs) for the larger scale subcatchments that the DRYDEV sub-sub-catchment sites fall under have already exist. While these would benefit from review and refinement, the SCAPs will complement and support the implementation of their respective SCMPs at a more refined level.

that farmers will be supported to produce will be informed by the work under WP 4. Here, comparative production advantages of the targeted sites vis-à-vis market demand will be assessed. This will be complemented by devising viable options for enhancing the climate smart production of desirable and nutritious food crops as well. The capacity of FO members to spearhead these initiatives will be developed through demonstrations at the site-level demonstration plots mentioned above and on selected farmer fields, coupled with farmer exchange visits and efforts to strengthen the local extension system (see WP 6). Finally, efforts will also be made to enhance access to inputs through the multiplication of local pollinated seed varieties and linking the FOs to reliable and appropriate input suppliers and sources of credit (see WP 5).

Work Package 4: Enhancing market access

The focus of this WP is to bolster the income of the participating FOs, as well as develop their capacities and linkages to relevant institutions, so that this can be sustained for the long term. This can take place only if agricultural production is informed by—and responds appropriately to—market demand. Therefore, a key activity area under this work package is market analysis. While this was a key focus of one of the Kenyan characterization studies, examining market demand vis-à-vis the production potential of the participating FOs will be something that will be periodically revisited throughout the life of the programme. In addition and very importantly, steps will be taken to develop the capacity of the participating FOs to do this independently. This will include working with relevant organizations and institutions to enhance their sustained access to market information through opportunities provided by information communication technology (ICT). Efforts will further be made to develop their skills and capacities in marketing, recognizing that individual FO members may be involved in the marketing process at differing degrees. Moreover, the work of this WP will likely be more effective if various actors associated with both the targeted and other potential value chains coordinate their efforts and share information. The Kenya programme will, therefore, periodically convene multi-stakeholder value chain platforms with key actors across the value chain in question.

Work Package 5: Financial services linking

Value chain competitiveness is often compromised by the lack of appropriate financing mechanisms along the various segments of the chain. Such segments have different financial needs, e.g. producers require finance for inputs and other productive investments, while distributors require it for bulk purchasing and onward marketing. Unfortunately, many available financial instruments in Kenya are limited in their range, diversity, and sophistication vis-à-vis the requirements of the value chain actors. Consequently, this work package will analyze the financial needs of participating value chain actors and identify and, if necessary, broker financial instruments best suited to their needs. This will be complemented by (a) enhancing awareness and understanding of the participating FOs and other value chain actors about these services and their associated risks; and (b) strengthening existing and facilitating the establishment of new savings and credit groups. The latter is intended to enhance not only access to credit but also group cohesion and the encouragement of savings.

Work package 6: Local governance & institutional strengthening

To facilitate the participation of—as well as the provision of support and capacity development to—large numbers of farmers in the targeted subcatchments, efforts will be made to work with existing farmer organizations (FOs) and encourage others to either join those that exist or form their own. Participatory mapping will subsequently be undertaken to identify male and female farmers that have opted not to participate, particularly those that are disadvantaged, and contextually appropriate strategies will be pursued to promote their meaningful inclusion in the programme. Efforts will also be made to federate the FOs at the sub-catchment level and beyond. In addition, the Kenya programme will involve, assess the capacity of, and promote linkages with relevant local government structures and

institutions at the village, ward, sub-county, and county levels. Special efforts will be made to strengthen the capacity of such institutions throughout the life of the programme via action learning and ongoing dialogue and engagement, as opposed conventional training initiatives. Events will, furthermore, be periodically organized between such institutions and the FOs to address existing and emergent issues, as well as to enhance the accountability and provision of services by the former to the latter.

Work package 7: Planning, M&E, and scaling of learning

A primary focus of the work carried out under this WP is to operationalize both the Options by Context (OxC) approach and DRYDEV's Participatory Monitoring, Evaluation and Learning (PMEL) framework, as outlined in the Inception Report. As such, further participatory work with farmers will take place to ensure that the programme's interventions are contextually appropriate. This will be complemented with various action learning activities to support these farmers identify appropriate solutions to locally rooted challenges. Intensive tracking of the numbers and types of farmers being supported under the programme will also be undertaken, as well as the extent of adoption of the promoted options (technologies and practices). ICRAF and WVK will further partake in joint quarterly quality monitoring visits to purposively selected sites, the findings of which will then inform review forums with all country partner organizations. Annual reflection and planning meetings will serve a similar purpose but will involve more intensive reflection on the data being generated through the above initiatives, as well as the findings of the DRYDEV Support Group's annual field review visits. Finally, the programme will carry out a rigorous impact evaluation, and strategic efforts will be undertaken to ensure that the resulting evidence—as well as that emanating from the site-level action learning initiatives—informs wider policy, practice, and investment decisions.

Work package 8: Policy analysis & influencing

The work under this WP will build on the initial policy analytical work undertaken as part of the Kenyan characterization studies. In particular, more intensive efforts will be made to identify relevant stakeholders and engage in processes to address specific constraints that farmers face. The findings will be shared across the various counties after which a strategy to address the gaps will be developed to enhance and strengthen resource governance and the legal domestication of provisions. Existing platforms at the national and county levels will be identified and used to engage service providers and policy makers on the specific challenges and constraints faced by various categories of farmers.

3.4.2 Summary Table of Key Activity Areas and Output Targets by Work Package

Activity Area	Primary Output Target	Targeted population	
		Total	Female
Work Package 1: Subcatchment-level Natural Resource Management			
1.1 Sub-catchment Action Plan (SCAP) development	20 SCAPS developed	34500	20355
1.2 Sub-catchment capacity development for local institutions	72 institutions and 6 WRUAs	34500	20355
1.3 Sub-catchment level FMNR and enrichment planting	40,000 ha under Tree/FMNR Practices	34500	20355
1.4 Establishment and maintenance of water buffering	24 water buffers established	7200	4248
1.5 Resource leveraging for water buffering infrastructure	20 proposals developed	34500	20355
Work Package 2: On-farm Water & Soil Management			
2.1 On-farm rain water harvesting	3600 farmers reached	3600	2124
2.2 Agro-forestry and on-farm FMNR	34500 farmers reached	34500	20355
2.3 Soil conservation and fertility enhancement	3600 farmers reached	3600	2124
2.4 Small-scale irrigation	250 farmers reached	250	148
Work Package 3: Agricultural Commodity Production			
3.1 Promotion of climate smart production for food security	5400 farmers supported	5400	3186
3.2 Promotion of climate smart production for income generation	3600 farmers supported	3600	2124
3.3 Establishment of sustainable seed & seedling supply system	5400 farmers supported	5400	3186
Work Package 4: Enhancing Market Access			
4.1.Market analysis (FO comparative advantage vis-à-vis demand)	3 market studies undertaken		
4.2 Marketing capacity strengthening for FOs and other VC actors	30 FOs and 20 VC actors reached	3600	3132
4.3 Multi-stakeholder value chain platforms	4 value chain actor platform events	3600	3132
4.4 Strengthening of market information systems	5400 farmers reached with improved info,	5400	3186
Work Package 5: Financial Services Linking			
5.1 Financial services literacy for FOs	30 FOs provided with improved info.	750	600
5.2 Establishment of linkages with financial service providers	Linkages brokered with 10 institutions	3600	3132
5.3 Savings and credit group strengthening and promotion	3600 famers actively participating	3600	3132
Work Package 6: Local Governance & Institutional Strengthening			
6.1 Strengthening existing & mobilizing new farmer organizations	180 farmer organizations	5400	3186
6.2 Action oriented capacity development for local gov. inst.	180 local government officials trained		
6.3 Social accountability fora between FOs and local gov. inst.	24 social accountability for a		
6.4. Institutionalization of farmer-led extension system	34500 farmers supported	34500	20355
Work Package 7: Planning, M&E, and Scaling of Learning			
7.1 Progamme Monitoring	Joint quarterly monitoring in all sites		
7.2 Participatory M&E with FOs & local stakeholders undertaken	Participatory site-level reviews every 6 m		
7.3 Scaling of evidence and learning (ICRAF to co-lead with NLOs)	8 Learning forums held		
Work Package 8: Policy Analysis and Influencing			
8.1 Country stakeholder mapping /power analysis	1 Kenya specific report		
8.2 Identification of key policy constraints & possible solutions	1 Kenya specific report		
8.3 Networking and alliance building	> 5 external partners		
8.4 ‘Light’ lobbying and brokering with key govt. inst. &donors	>4 institutions reached		
Net total of farmers targeted for direct support		34500	20355

3.5 Indicative Work Plan

Activity Area	2015				2016				2017				2018				Who leads*	Who supports*
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Work Package 1: Subcatchment-level natural resource management																		
1.1 Sub catchment Action Plan (SCAP) development																	1,4,5	6
1.2 Sub catchment capacity development for local institutions																	1,4,5	6
1.3 Sub catchment level FMNR and enrichment planting																	1,4,5	6
1.4 Establishment and maintenance of water buffering																	1,4,5	6
1.5 Resource leveraging for water buffering infrastructure																	1,4,5	6
Work Package 2: On-farm Water & Soil Management																		
2.1 On-farm rain water harvesting																	1,4,5	6
2.2 Agro-forestry and on-farm FMNR																	1,4,5	6
2.3 Soil conservation and fertility enhancement																	1,4,5	6
2.4 Small-scale irrigation																	1,4,5	6
Work Package 3: Agricultural Commodity Production																		
3.1 Promotion of climate smart production for food security																	1,4,5	3,6
3.2 Promotion of climate smart production for income generation																	1,4,5	3,6
3.3 Establishment of sustainable seed & seedling supply system																	1,4,5	3,6
Work Package 4: Enhancing Market Access																		
4.1.Market analysis (FO comparative advantage vis-à-vis demand)																	3	1,2,4,5,6
4.2 Marketing capacity strengthening for FOs and other VC actors																	3	1,4,5,6
4.3 Multi-stakeholder value chain platforms																	3	1,4,5,6
4.4 Strengthening of market information systems																	3	1,4,5,6
Work Package 5: Financial Services Linking																		
5.1 Financial services literacy for FOs																	3	1,4,5
5.2 Establishment of linkages with financial service providers																	3	1,4,5
5.3 Savings and credit group strengthening and promotion																	3	1,2,4,5
Work Package 6: Local Governance & Institutional Strengthening																		
6.1 Strengthening existing & mobilizing new farmer organizations																	1	3-6
6.2 Action oriented capacity development for local gov. institutions																	1	3-6
6.3 Social accountability fora between FOs and local gov. inst.																	1	3-6
6.4. Institutionalization of famer-led extension system																	1	3-6
Work Package 7: Planning, M&E, and Scaling of Learning																		
7.1 Progamme Monitoring																	1	3-6
7.2 Participatory M&E with FOs and local stakeholders undertaken																	1	3-6
7.3 Scaling of evidence and learning (ICRAF to co-lead with NLOs)																	1	2-6
Work Package 8: Policy Analysis and Influencing																		
8.1 Country stakeholder mapping /power analysis																	1,6	2-5
8.2 Identification of key policy constraints & possible solutions																	1,6	2-5
8.3 Networking and alliance building																	1,6	2-5
8.4 ‘Light’ lobbying and brokering																	1,6	2-5

*1=WVK; 2=WVA; 3=SNV; 4=ADRA; 5=CARITAS; 6=ICRAF

3.6 Scaling Principle Matrix

As described in Section 1, DRYDEV's Inception Report presents seven scaling principles. It further states that interventions and options that will be scaled up and out in the full implementation phase must adhere to these. Indeed, the activity areas suggested in this implementation plan have been informed with the scaling principles in mind. However, there are real threats that could undermine the Programme's adherence to these principles. The following table describes such threats relevant to the Kenyan context, as well as corresponding mitigation measures the country team will pursue to avert them.

Scaling Principle	Potential Threats	Mitigation Measures
1. Co-learning	<ul style="list-style-type: none"> Insufficient time and effort could be allocated to co-learning and adjusting intervention design, given time pressures and tendency for organizations to resort to "business as usual" Difficulties in ensuring a equal balance of power between outside "experts" and local farmers Loss of learning due to staff turnover 	<ul style="list-style-type: none"> Develop and ensure adherence to programme policies and guidance on OxC approach Develop and use a platform for knowledge sharing as part of DRYDEV's communication strategy
2. Contextual appropriateness	<ul style="list-style-type: none"> Varied approaches and understanding of OxC approach by different partner organizations Insufficient allocation of time and effort to ensure options fit local context with meaningful farmer participation The context within which the programme operates is dynamic, so the right fit may change over time 	<ul style="list-style-type: none"> Develop a field manual for OxC and provide comprehensive orientation for all partners Engage communities in the selection of options for each context and document the process Periodically review the appropriateness and effectiveness of options being promoted under the programme with farmers (WP 7)
3. Cost-effectiveness & scalability	<ul style="list-style-type: none"> Costs of some water buffering infrastructure investments may be high, beyond community reach (either procurement or maintenance) Production related to value chains may require relatively more costly inputs Most farmers are also engaged in off-farm income generating activities, so may not find some promoted interventions as cost-effective 	<ul style="list-style-type: none"> Consider other funding options, partnership arrangements and also offer a range of infrastructure options Develop input supply policy/guidelines (Annex C) and explore different models and options that are cost-effective and sustainable Ensure interventions consider the time and labour availability at the season/location
4. Inclusiveness (including gender)	<ul style="list-style-type: none"> Due to cultural norms, there is a risk that women and youth will play minor roles in DRYDEV's value chain component Inclusion efforts may focus on women only, at the expense of other marginalized groups Groups are not always inclusive, and only 40% of the population are members of a group 	<ul style="list-style-type: none"> Programme policy to ensure that women & youth participation at higher levels in appropriate value chains Ensure targeted empowerment of naturally excluded groups, including women and others Participation rates of male and female not to be used as a proxy for meaningful participation. Differential gender impacts to be assessed.
5. Environmentally and socially benign	<ul style="list-style-type: none"> Some water buffering infrastructure and agricultural practices may have adverse social and environmental impacts Some community members may present opportunistic tendencies as the project first establishes, leading to social conflict 	<ul style="list-style-type: none"> Apply Environmental & Social Impact Assessment checklists and undertake relevant mitigation measures Undertake proper gender and social analysis Guide the community through genuine dialogue sessions for them to identify their 'true' needs, through triangulation and probing.
6. Climate smart	<ul style="list-style-type: none"> Tension between value chain development and climate smart agricultural practices Tension brought about during participatory engagement by what farmers want and what is recommended, e.g. maize versus more resilient 	<ul style="list-style-type: none"> "Green" value chains will be promoted through the programme, and efforts made to ensure they have the potential of being climate smart. Participatory planning and discussion will be used to identify CSA practices

	crops such as sorghum	
Scaling Principle	Potential Threats	Mitigation Measures
7. Sustainability	<ul style="list-style-type: none"> • Market distortion & dependency fostering by the provision of subsidized inputs • Many programme activities may discontinue following programme closure due to absence of sustainability supports. 	<ul style="list-style-type: none"> • Develop and pursue models that support a demand driven and sustainable inputs supply systems. • Analysis of current market value, to ensure that farmers can sustain promoted options on their own • Develop exit strategy for the programme (see Annex B)

3.7 Programme Transition and Exit Strategy

The section describes how the Kenya DRYDEV programme management team will manage the changes that will take place as the programme gradually withdraws resources and active engagement while ensuring that progress towards goals will continue after the exit of the programme. In the course of programme implementation, farmers' organizations and local institutions will be linked to relevant county government ministries for technical support and guidance on their day to day operations. They will also be linked to relevant NGOs, inputs and service providers to access services and input support. The farmers' organizations will be encouraged to form larger enterprises or federations to increase their bargaining voice.

Asset Disposal

Programme assets will be disposed and handed over in accordance with each of the partner organization's asset disposal policies. However, this will be done in consultation with ICRAF and National Lead Organizations.

Human Resource Management

As implementation progresses and budgets diminish particularly in the fourth year of implementation, staff numbers shall be reduced to correspond to the minimal budget and scaling down of programme activities. The affected staff shall be made aware of this early enough so that they may plan accordingly. The National Lead Organization will work closely with the leadership of all partner organizations to ensure that the experienced programme staffs are absorbed in other ongoing or new projects to retain the capacities and experiences gained. Each partner organization will develop a specific staff transition plan.

Financial Closure

The National Lead Organization shall ensure that all funding received from the donor and all receivables (project advances, travel advances, and advances to vendors) have been liquidated and all payables have been paid by the last date agreed upon in consultation with the donor. Thereafter, the programme bank accounts shall be closed.

Administrative Closure

The National Lead Organization will ensure that all programme reports and closure documents have been completed and archived in accordance with the Laws of Kenya and as per the contractual arrangements entered into with the donor. A final end of programme evaluation and audit shall be conducted to assess the programme performance and impact.

3.8 Programme Policy on Input Supplies and Subsidies

Inputs to support water harvesting investments and agroforestry initiatives

The programme will endeavor to upscale simple field-level rainwater harvesting techniques that are not capital intensive. However, in cases where communities desire low cost structures, such as ponds and sand dams and items like pond linings that require funds, the programme will provide support to the FOs in question on a 70% and 30% (Programme to FO(s)) cost-sharing arrangement and/or further link them to appropriate sources of credit and finance. In some locations, farmers will seek to complement farmer managed natural regeneration (FMNR) with the planting of desirable trees. In such cases, the programme will assess the local seed and seedling systems and support the development of private seed collections and nursery businesses. Groups acquiring seeds and nursery establishment materials through the programme will be required to provide seedlings for programme demonstration purposes.

Fertilizers

The programme will support micro dosing, as opposed to application of large amounts of N-P-K. The technique targets application of small quantities of fertilizer at the time of planting or 3-4 weeks after germination. Micro-dosing helps farmers maximize returns on a small initial investment. To this end, fertilizers appropriate to the local soils and crops will need to be made available on time and in sufficient quantities that are suitable and affordable for small-scale farmers. Rather than providing fertilizers directly or at a subsidized rate, the programme will sensitize farmers' groups on the advantages of purchasing in bulk. It will also work with agro-dealers to increase fertilizer supplies and with micro finance organizations to expand farm credit. The programme will also actively promote the making of organic fertilizer and conservation agriculture.

Seeds

Local seed systems for Open Pollinated Varieties (OPVs) will be established through resource farmers. All farmers accessing seed through the programme will be required to pass on significant quantities of seed to other farmers or make some other equivalent contribution to the community or the programme. They will also be strongly encouraged to join existing or form new savings and lending groups. Suitable crop types and varieties for each area will be identified with the assistance of local extension agents, seed breeders and other agriculture experts. The resource farmers shall be advised on the right materials and quantities to plant on the agreed acreage. These farmers will be linked to seed breeders for acquisition of foundation seed and be trained in good agronomic practices including seed selection, grading, packaging, and post-harvest handling. These seed multipliers will be linked to KEPHIS for certification as seed multipliers and to the farmers in the catchments, as well as input stockists as potential buyers of the basic seed. The seed breeders will also be linked to micro credit providers for set up financial capital. Seed fairs will further be organized where farmers, seed breeders and other partners will showcase their seeds to the community with agro-climatic details (climatic requirements, maturity, yield, uses and potential markets among other information) about each variety.

3.9 Overall Kenya Programme Budget for Main Implementation Phase

The total budget associated with this implementation plan is **\$6,875,720**, with **\$2,566,793** to support management and operational costs and **\$4,308,927** to support the delivery of programme activities. Out of the total budget, \$5,177,500 will be funded by DGIS with a corresponding \$1,698,220 matching

funding from World Vision Australia. A budget summary is presented below, with further detail in an accompany Excel workbook. More detailed budgets will further be presented annually and accompanied by DRYDEV's annual Detailed Implementation Plans (DIPs).

The Drylands Development Programme (DRYDEV) Kenya Implementation Budget 2015-18 (USD)

	2015	2016	2017	2018	TOTAL
1. Personnel					
1.1 World Vision Kenya	271,791	297,157	297,161	148,386	1,014,494
1.2 SNV Kenya	70,983	70,983	70,983	31,595	244,542
1.3 Caritas Kenya	59,451	59,451	59,451	24,209	202,562
1.4 ADRA Kenya	52,091	63,333	63,333	31,301	210,058
Subtotal Personnel	\$454,315	\$490,923	\$490,927	\$235,491	\$1,671,656
2. Travel					
2.1 World Vision Kenya	5,431	7,118	7,536	4,084	24,169
2.2 SNV Kenya	1,485	3,160	3,347	1,485	9,476
2.3 Caritas Kenya	13,241	27,279	27,536	7,260	75,316
2.4 ADRA Kenya	30,600	24,717	24,717	8,828	88,862
Subtotal Travel	\$50,757	\$62,273	\$63,136	\$21,657	\$197,823
3. Equipment					
3.1 World Vision Kenya					
3.2 SNV Kenya	925	0	0	0	925
3.3 Caritas Kenya	13,007	0	0	0	13,007
3.4 ADRA Kenya	6,724	0	0	0	6,724
Subtotal Equipment	\$20,656	\$0	\$0	\$0	\$20,656
4. Other Administration & Operational Expenses					
4.1 World Vision Kenya	182,912	157,545	157,545	59,346	557,348
4.2 SNV Kenya	983	983	983	983	3,931
4.3 Caritas Kenya	16,567	16,567	16,567	15,368	65,069
4.4 ADRA Kenya	12,851	15,247	15,504	6,708	50,310
Subtotal Other Administration & Operational Expenses	\$213,313	\$190,342	\$190,599	\$82,405	\$676,658
Total for Project Management & Operational Costs	\$739,041	\$743,538	\$744,661	\$339,553	\$2,566,793
5. Programme Delivery					
WP1: Subcatchment-level natural resource management	\$270,987	\$273,086	\$273,612	\$117,675	\$935,360
WP2: On-farm water & soil management	\$289,566	\$291,666	\$292,192	\$139,351	\$1,012,775
WP3: Agricultural commodity production	\$207,247	\$213,744	\$215,365	\$93,532	\$729,888
WP4: Enhancing Market Access	\$156,188	\$157,763	\$158,156	\$71,531	\$543,638
WP5: Financial services linking	\$52,063	\$52,588	\$52,719	\$23,844	\$181,215
WP6: Local governance & institutional strengthening	\$104,125	\$105,175	\$105,437	\$47,688	\$362,425
WP7: Planning, M&E, and scaling of learning	\$104,125	\$105,175	\$105,437	\$47,688	\$362,425
WP8: Policy analysis & influencing	\$52,063	\$52,588	\$52,719	\$23,844	\$181,214
Total for Programme Delivery Costs	\$1,236,365	\$1,251,785	\$1,255,637	\$565,154	\$4,308,940
Grand Total	\$1,975,400	\$1,995,320	\$2,000,299	\$904,701	\$6,875,720

4 Ethiopia Programme Implementation Plan (PIP)

4.1 DRYDEV Ethiopia Country Team

4.1.1 Partnership Arrangement

Through a competitive process, World Vision Ethiopia (WVE) was selected by ICRAF as the lead organization for the implementation of the DRYDEV programme in Ethiopia. WVE, in turn, selected Relief Society of Tigray (REST) and Ethiopian Orthodox Church-Development Inter-church Aid Commission (EOC-DICAC) as implementing partners for Tigray and Oromia regions, respectively, using an objective due diligence process. A brief description of each of these organizations and their role in the programme is provided below.

World Vision Ethiopia (WVE): National Lead Organization (NLO)

World Vision has operated in Ethiopia for over 40 years. Currently, WVE has close to 1,500 members of staff and a presence in more than 100 districts (*weredas*), targeting more than 15 million people. It has significant experience with various local and international organizations in leading consortiums and sub-granting. WVE possesses technical expertise in a wide range of areas, including community development; food and nutrition security; natural resource management (NRM); climate change adaptation; value chain development; micro-savings and lending; water resource development; and farmer managed natural regeneration (FMNR). In the DRYDEV programme, WVE will play two key roles: (i) sub-granting to and coordinating the work of other DRYDEV implementing partners in Ethiopia; and (ii) leading the implementation of field activities in Tseada Emba and Boset districts in Tigray and Oromia regions, respectively. The organization will also benefit from a matching grant and technical support from World Vision Australia (WVA).

Relief Society of Tigray (REST): Implementer in Tigray

REST has operated at the grassroots level in the Tigray Region of Ethiopia for more than 30 years. It has extensive experience in water resource management; food security; value chain development; soil and water conservation; forestry; and livestock and crop production. The organization has coordination offices and technical staff (with the requisite skills and experience to spearhead the implementation of DRYDEV's interventions) in every district in the Tigray Region. In addition, senior experts from REST's headquarters will technically backstop the district-level staff. In the programme's full implementation phase, REST will continue to operate in Kilite Awlalo district and also expand operations to Samre district. In these two districts, it will lead the implementation of all WPs, with guidance and technical support from WVE, WVA, and ICRAF.

Ethiopian Orthodox Church's Development & Inter-Church Aid Committee (EOC-DICAC): Implementer in Oromia

EOC-DICAC has been implementing various development, humanitarian, and emergency interventions in various parts of Ethiopia since 1972. Currently, it is implementing more than thirty projects in sectors such as agriculture, NRM, food and nutritional security, rural livelihood improvement, disaster risk reduction (DRR), and HIV/AIDS prevention and care. During DRYDEV's implementation phase, EOC-DICAC will continue in to lead field activities Gursum district, while also expanding to Jarso district. As is the case for REST, it will also lead the implementation of all WPs in these two districts, with guidance and technical support from WVE, WVA, and ICRAF.

4.1.2 Programme Staffing by Organization

The following table presents particular staff positions that will support DRYDEV's implementation in Ethiopia during its full implementation phase by country partner. Each position's core role and the number of months per year allocated to the programme are also presented. More detailed ToRs for each of these positions is presented in Annex A.

DRYDEV Ethiopia Staff by Organization

Position	Core Role	Months /year
World Vision Ethiopia		
Programme Manager	Overall strategic leadership and programme management	12
Technical Coordinator	Technical support and coordination	12
Monitoring & Evaluation Specialist	Coordinating the overall PMEL processes	12
Senior Value Chain Advisor	Technical assistance to value chain activities	12
Communication Specialist	Communicate programme and engage with other strategic partners	12
Finance Manager	Ensuring overall financial stewardship and management	6
Programme Accountant	Handling day to day financial transaction	6
Programme Officers x2	Field level management, coordination and technical support	12
Development Facilitators x2	Implementing and facilitating of the action plan	12
2 Drivers	Logistical and administrative support	12
World Vision Australia		
Senior Partnership Operations Advisor	Technical backstopping and partner relationship support	6
Programme & Evaluation Advisor	Supporting development of evidence base & providing technical advice	6
Value Chain Advisor	Technical backstopping of VC/economic empowerment interventions	3
EOC/DIDAC Ethiopia		
Programme officer (EOC-DICAC HQ)	Technical and managerial support including PME activities	12
Programme Coordinators x2	Manage and coordinate programme activities at the district level	12
Programme Accountants x2	Financial management, record keeping and reporting	12
Development Agents x2	Field level activity implementation	12
Secretary / cashier	Manages payments and petty cash transactions	12
Driver	Logistical services to staff	12
REST Ethiopia		
Programme coordinator	Coordinate the overall implementation including PMEL & reporting	12
Sector Head (LH, NRM & Ag.)	Organizational level leadership & technical guidance	2
Soil & Water Conservation expert	Technical support and implementation of SWC activities	6
Forestry expert	Technical support and implementation of forestry activities	6
Livestock expert	Technical support and implementation of livestock activities	6
Crop Development expert	Technical support and implementation of crop activities	6
Marketing expert	Technical support & implementation of the Value chain activities	4
Cooperative expert	Support & strengthen farmers associations & users groups	4
District coordinator (Kilte Awlalelo)	Field level coordination of programme activities	3
District coordinator (Seharti- Samre)	Field level coordination of programme activities	3
Accountant	Financial management and reporting	12
Secretary Cashier	Facilitate payment and provide administrative support	6
Driver	Transportation services to REST staff	12

4.1.3 Other Strategic Partners and Stakeholders and their Potential Roles in the Programme

There are several other partners and key stakeholders that will likely play a key role in the programme's delivery. These are presented in the following table.

Other Strategic Partners and their Potential Roles in the Ethiopia DRYDEV Programme

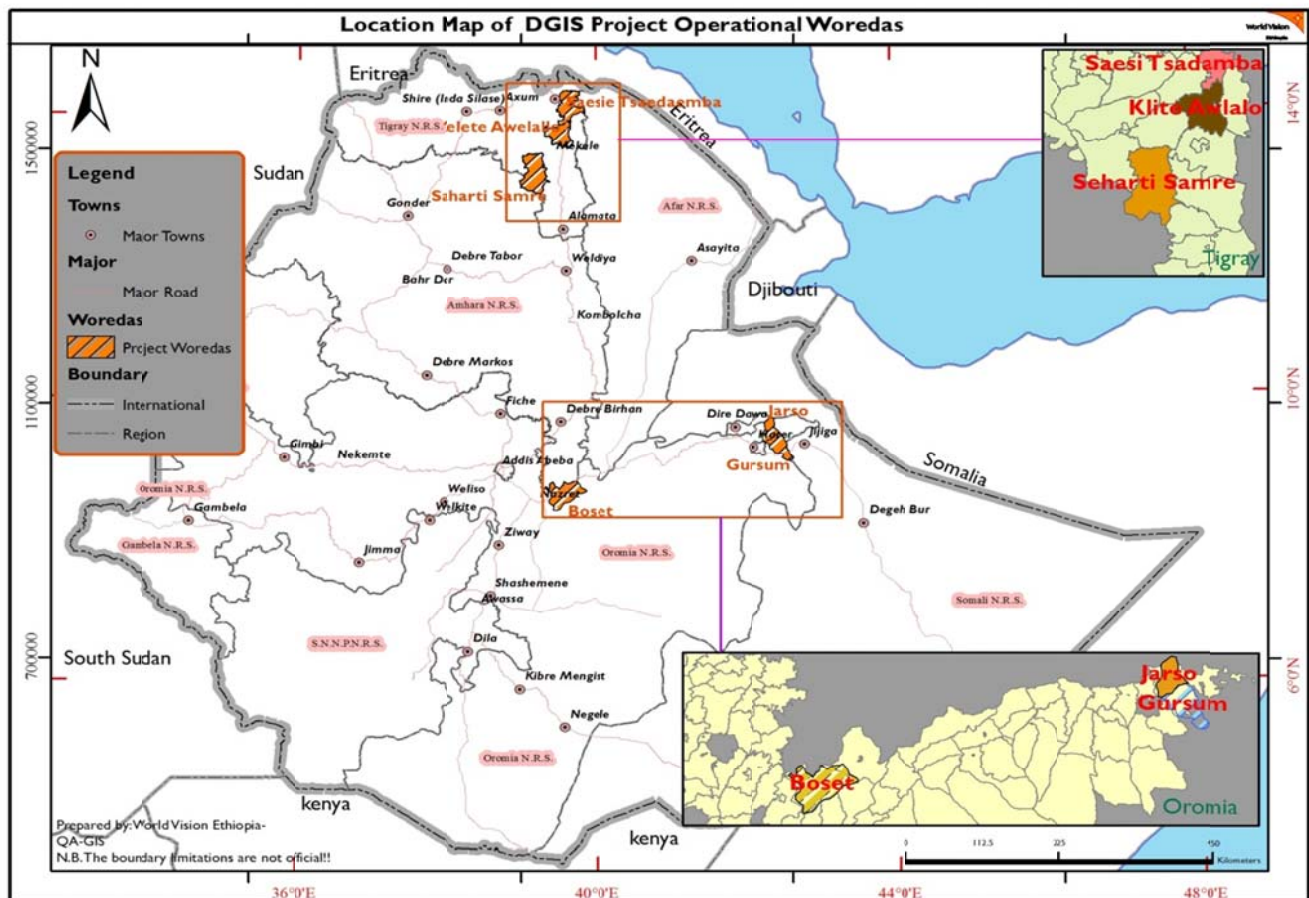
Strategic partner	Potential Role
Government Sectoral offices	<ul style="list-style-type: none">• Ensure the programme compliance and complementarity to government of Ethiopia policy & strategy• Work with Implementing partners to jointly leverage existing government resources (e.g. extension services, technical support, input supplies, community mobilization)• Participate in joint planning, monitoring and evaluation of activities to increase local ownership and sustainability as part of District Programme steering committee• Facilitate market development including establishing market infrastructure, creating market linkages and providing advisory services to CBOs• Work with suppliers to facilitate input supply to farmers• Support farmer organizations/CBOs in mainstreaming policies, strategies and guidelines• Assist with scaling-up of best practices
Research Institutions & Universities (Tigray & Oromia)	<ul style="list-style-type: none">• Test and demonstrate technologies and improved practices related to water and soil management• Provide technical backstopping to implementing partners• Provide basic seed, breed & locally proven technologies
Microfinance Institutions (MFIs)	<ul style="list-style-type: none">• Provide farmers with access to appropriate loan products with affordable interest rate and repayment arrangements• Encourage and support farmer organizations, women and youth groups to use loans to increase their asset base, diversify income by engaging in enterprise development• Provide advisory services in business development
NGOs	<ul style="list-style-type: none">• Collaborate with the programme to complement DRYDEV through their existing resources and expertise• Provide FBOs/CBOs support when required• Joint stakeholder's platform for scaling out of the programme
Donors	<ul style="list-style-type: none">• Join stakeholder's platform for scaling up and scaling out• Engage in creation of enabling policy environment• Extend financial resources to complement DRYDEV activities
Private Sector	<ul style="list-style-type: none">• Marketing products into local and international market

4.2 Programme Operational Area

4.2.1 Overall Programme Area

DRYDEV will be implemented in six selected districts in Ethiopia's Oromiya and Tigray regions—Saesi Tsadamba, Klite Awalo, Gursum, and Boset, Seharti Samre, and Jarso—as depicted in the map below. These districts were selected based on their adherence to the selection criteria presented in the proposal document. The Inception Year's quick win activities were undertaken in the first four of the districts listed above, and operations will expand into the latter two from 2015 onwards. Within these

six districts, programme implementation will take place in thirty sub-watersheds (subcatchments), as presented in the following subsection.



Map showing DRYDEV's operational areas in Ethiopia

4.2.2 Inception Year Sites and Areas Earmarked for Expansion

The following table presents both the initial sites covered during the Inception Year and those targeted for expansion, together with partner organizations responsible for activity implementation in each area.

Inception Year and New Sites Targeted by the Ethiopia DRYDEV Programme

Region	District	Sub-watersheds	Partner*
Initial Inception Year Sites			
Tigray	Tseada Emba	Alenta, Takot, Dimello, Mainefait	1
	Kilite Awlalo	Ma'ago, Gosemiti	3
Oromia	Boset	Sara, Doni, Sifa,	1
	Gursum	Anbela, Santala, Ejo gobensa	2
New Areas/sub-watershad Targeted for Expansion			
Tigray	Tseada Emba	Da Cherkos, Da Petros, May Hantso, May Raza	1
	Kilite Awlalo	Metseko, Agona	3
	Samre	AMdi Weyane (Endamariama);MAitekli (Bora);Lemlem Arena(Ageba);Samre(Meda Samre); Bekera (Alami)	3
Oromia	Boset	Nurase ,Bose Deche, Kawa	1
	Gursum	Awbele, Santala & Ejogobensa	2
	Jarso	Muleta (Mitte);Oda Mude (Mitte);Anano Mite (Mitte); Semen Debelo(Mitte)	2

*1=WVE; 2=EOC; 3=REST;

4.2.3 Impact Study Area

As outlined in the Inception Report, an impact study area is to be delineated for the overall Ethiopia programme area. Here, specific sub-watersheds, not targeted by the programme will be used for comparison purposes, thereby enabling DRYDEV's overall impact on the key outcome and impact measures presented in the Inception Report to be estimated. The selection of the new programme subcatchments was guided by the biophysical mapping and remote sensing carried out in the Inception Year. Comparison sites were selected by matching each of the new programme sites listed above with a similar area but outside of the programme's hydrological sphere of influence. The criteria used in the matching process included similar soil type, vegetation cover, elevation, population density, and poverty levels, as well as experiencing rainfall between 400-800mm per annum. A technical team was set up (which included ICRAF staff), and it identified nine new intervention subcatchments and an equivalent number that will be used for comparison purposes in Jarso and Samre districts.

4.3 Linkages and Synergy with Government Policy & Donor and NGO Programmes

4.3.1 Relationship to Government Policy

There are a number of government policies and strategies that are relevant to the DRYDEV programme. However, the most pertinent are the Growth & Transformation Plan (2011-15) and the Climate Resilient Green Economy strategy, both of which aim at transforming the country to a middle-income nation by 2025. Several other key initiatives are relevant to the programme:

- Ethiopia's Rural Development Policy and Strategy
- The Water Resources Management Policy, which aims at developing small-scale irrigation for agriculture and ensuring effective, efficient and sustainable use of water resources for human and livestock needs
- The Comprehensive African Agriculture Development Programme (CAADP), which seeks to boost agricultural productivity, commercialization, and on-farm mechanization
- The Participatory Demonstration & Training Extension System, an agricultural extension approach that aims to effectively transfer agricultural technologies to the farmers

The DRYDEV programme will benefit from, as well as contribute to, the implementation of these policies and strategies. Furthermore, it will engage with relevant government programmes at the grassroots-level, as well as enhance the capacity of local governments in implementing priority policy provisions.

4.3.2 Relationship with Other MoFA-Funded Initiatives in Ethiopia and East Africa

Opportunities for linkages and partnerships with other MoFA, Netherlands funded initiatives in Ethiopia have been explored, and this will continue into DRYDEV's full implementation phase. The Embassy of the Netherlands in Ethiopia already supports many government agriculture-related strategies. In the Inception Year, two initiatives were identified as being potentially beneficial.

- The Capacity Building for Scaling up of Evidence Based Best Practices in Agriculture in Ethiopia (CASCAPE) aims to support the government to increase agricultural productivity in a sustainable way for enhanced agricultural growth and food security. DRYDEV will link with implementers of this programme, especially Mekelle and Haramya Universities, for information exchange and learning.
- The Integrated Seed Sector Development programme aims to promote livelihoods by strengthening seed supply systems and improving food security, with a special focus on women. The programme team will collaborate with this initiative, particularly with centres at Mekelle and Haramya Universities and the Oromia Seed Enterprise, on the selection of quality seeds and technical support for farmer training in seed multiplication.

4.3.3 Linkages with Other Major Relevant Donors and/or NGO Initiatives in Ethiopia in General and Targeted Areas in Particular

In the Inception Year, efforts were made to identify other donor and/or NGO initiatives in Ethiopia with which DRYDEV can establish links. These include the following:

- The Productive Safety Net Programmes. This programme is being implemented in all of DRYDEV's targeted districts with support from the Netherlands, USAID, WFP, World Bank and multi-lateral donors to construct physical structures to rehabilitate degraded lands through food-for-work/work-for-cash. DRYDEV will build synergies with this programme, particularly in sub-watershed rehabilitation activities, sustainable grazing management, and FMNR.
- The Graduation with Resilience to Achieve Sustainable Development ([GRAD](#)) initiative is a USAID-funded programme implemented by local NGOs (including REST) in Oromia and Tigray. GRAD aims to achieve sustained food security for food insecure households through value chain

development, as well as promoting the development of an enabling environment. GRAD is not operating in the target districts, but REST will incorporate its experience from the other districts into the DRYDEV programme.

- Irish Aid, working with ICRAF and Tigray Agricultural Research Institute (TARI) in Tigray Region, is running a programme that focuses on sustainable watershed management and climate smart agriculture. DRYDEV will link with this initiative, learning from its experiences and benefiting from its on-going operational research.

4.4 Programme Activities and Output Targets

4.4.1 Key Activities by Work Package

Work Package 1: Subcatchment-level natural resource management

Land degradation remains one of the major challenges for attaining food security in rural Ethiopia, making effective watershed management critical in reducing vulnerability and enhancing livelihood resilience. The objective of the WP is to develop local capacity in the management and rehabilitation of natural resources in the targeted sub-watersheds. In collaboration with relevant district-level government structures, the programme will engage communities and other stakeholders in a process of assessment, reflection, and learning in developing and implementing sub-watershed action plans in the selected sites. This process will also serve as an effective entry point for the OxC approach initiated under DRYDEV, which will support farmers to devise and customize innovations appropriate for their local context. Moreover, to promote local ownership and institutional capacity, Community Sub-Watershed Teams (CSWTs) will be established and strengthened to drive the sub-watershed planning and implementation processes. This will involve the initiation of sustainable land management practices, such as water buffering, tree planting, and FMNR. Since a major driver of land degradation in Ethiopia is deforestation for fuel wood, DRYDEV will also promote energy-efficient technologies, and the establishment of woodlots, as well as raise awareness about land degradation. Finally, the programme will promote and support sustainable grazing practices, such as controlled grazing, over-sowing, the cut-and-carry system, and rotational grazing.

Work Package 2: On-farm water & soil management

To complement the efforts under WP1 and further enhance local livelihoods, farmers will be organized into producer groups in the targeted sub-watersheds and supported to develop and implement contextually appropriate on-farm soil and water management innovations. Here, model and demonstration farms—coupled with participatory extension approaches, including farmer-to-farmer training—will be used to support the adoption of (i) improved soil and water management techniques that will reduce erosion, retain water, and improve water use efficiency; (ii) multi-purpose agroforestry innovations and on-farm FMNR; and (iii) small-scale irrigation practices, such as hand-dug wells, roof water harvesting, run-off ponds, and canal-based river diversions.

Work Package 3: Agricultural commodity production

The work that will be carried out under WP 1 & 2 will create the necessary conditions for enhanced production. This particular WP will build upon this foundation by supporting farmers to take full advantage of these improved conditions. This is expected to both bolster local food security and enhance efforts spearheaded under WP 4. The model and demonstration farms and farm-to-farmer extension approaches described above will be used to develop farmer capacity in improved production

practices. This will be complemented by efforts to increase access to improved, climate-smart crop varieties and livestock breeds, as well as by facilitating the development of an efficient input supply system. The latter will include efforts to multiply improved seed varieties using local breeders. Finally, due to prevailing wealth and gender inequality in the targeted sub-watersheds, specific efforts will be undertaken to devise and support options amenable to the circumstances of poorer households and female farmers.

Work Package 4: Enhancing market access

The value chain characterization study conducted during the Inception Year revealed that farmers in the targeted sub-watersheds fail to secure fair prices for their produce. Work under this WP's five activity areas will seek to address this. The first activity area will involve facilitating linkages between farmer groups on the one hand and lucrative market opportunities on the other. Here, efforts will be made to build on the work of the value chain characterization study by further assessing the comparative production advantages of the participating farmers vis-à-vis market demand. The other four activity areas will build upon this by supporting these farmers tap into these market niches, as well as to effectively adapt and respond to changing market realities and emerging opportunities. This will involve (i) organizing farmers into collective marketing groups, so they can increase their bargaining power and benefit from economies of scale; (ii) strengthening the capacity of both the programme supported farmer and marketing groups, as well as other value chain actors; (iii) improving access among the farmer and marketing groups to reliable market information; and (iv) promoting post-harvest technologies to both ensure better care of harvested produce and add value locally, thereby generating higher returns for farmers.

Work Package 5: Financial services linking

The value chain characterization study further revealed that most farmers lack information on available financial services and cannot meet the criteria required by the mainstream microfinance institutions (MFIs). Work under DRYDEV in Ethiopia will seek to address this through two primary strategies. The first is to encourage and support the participating farmers to organize themselves into saving and credit groups and/or participate in existing community-based financing mechanisms, such as Rural Savings and Credit Cooperative Associations. Facilitating farmer participation in such groups has the added advantage of building social cohesion, fostering collective self-help, and providing an entry point for DRYDEV's other capacity development activities. It will also support efforts associated with the second strategy. Here, efforts will be undertaken to (i) systematically assess the financial service needs of the participating farmers; (ii) map locally accessible financial service providers and the extent they can address these needs; (iii) raise awareness among farmers on the available options (including their associated risks); and (iv) brokering with such financial service providers to offer better terms and conditions, particularly so they are amenable to women and poorer categories of farmers.

Work Package 6: Local governance & institutional strengthening

Efforts will take place under this WP to strengthen the capacity of local community-based organizations (CBOs), farmer and marketing organizations, the CSWTs, and local government institutions that play a key role in facilitating and overseeing sustainable management of the sub-watersheds and agricultural production. This will entail periodically assessing the capacity of these institutions and pursuing a number of different approaches to address the identified gaps, including training, exchange visits, facilitating the development and adoption of community by-laws, action learning, and ongoing dialogue and engagement. In addition, early in DRYDEV's full implementation phase, district steering committees will be established for the programme as platforms for maximizing synergy with existing initiatives, reducing duplication, and experience and lessons sharing.

Work Package 7: Planning, M&E, and scaling of learning

A primary focus of the work carried out under this work package is to operationalize both the OxC approach and DRYDEV's PMEL framework as outlined in the Inception Report. As such, further participatory work with farmers will take place to ensure that the programme's interventions are contextually appropriate. This will be complemented with various action learning activities to support these farmers to identify appropriate solutions to locally rooted challenges. Intensive tracking of the numbers and types of farmers being supported under the programme will also be undertaken, as well as the extent they are putting into practice promoted options. Bi-annual review meeting will also be held at each district level with all FOS and key stakeholders. WVE, as the lead organization, will monitor the progress of the implementing partners on a monthly basis. ICRAF and WVE will further partake in joint quarterly quality monitoring to purposively selected sites, the findings of which will then inform review meeting with all country partner organizations. Annual reflection and planning meetings will serve a similar purpose but will involve more intensive reflection on the data being generated through the above initiatives, as well as the findings of the DRYDEV Support Group's annual field review visits. Finally, the programme will carry out a rigorous impact evaluation, and strategic efforts will be undertaken to ensure that the resulting evidence—as well as that emanating from the site-level action learning initiatives informs wider policy, practice, and investment decisions. Scaling of evidence and learning will be facilitated through the engagement and lobbying of various selected stakeholders

Work Package 8: Policy analysis & influencing

The work under this WP will build on the initial policy analytical work undertaken as part of the Ethiopian characterization studies. In particular, more intensive efforts will be made to identify specific constraints faced by farmers, due to either particular policies or gaps in policy implementation. With respect to the latter, the programme will endeavour to create awareness among the participating farmers on these policies. This will be coupled with efforts to initiate dialogue with relevant local government institutions to enhance policy implementation. This links this WP to WP 6. However, there will likely be instances where intervention at higher levels is required, and pertinent evidence will be appropriately synthesised, packaged, and presented to relevant higher level institutions.

4.4.2 Summary Table of Key Activity Areas and Output Targets by Work Package

Activity Area	Primary Output Target	Beneficiary Target	
		Total	Female
Work Package 1: Subcatchment-level Natural Resource Management			
1.1 Establish and/or strengthen community watershed teams	30 CSWTs established/strengthened	40,000	22,000
1.2 Sub-watershed plan development	30 Sub-watershed plans developed	40,000	22,000
1.3 Rehabilitate degraded land	22,000 ha of land treated	20,000	11,000
1.4 Sub-catchment soil conservation & water-harvesting	22,000 ha of land treated	20,000	11,000
1.5 Promote mitigation measures on drivers of deforestation	Awareness creation events and training in 30 sub-watersheds	40,000	22,000
1.6 Enhance sustainable grazing management	1000 ha of land under new sustainable grazing management	20,000	10,000
Work Package 2: On-farm Water & Soil Management			
2.1 On-farm integrated soil & water management	Improved practices promoted among 14,000 farmers	14,000	7,700
2.2 Agro-forestry and on-farm FMNR	AF and on-farm FMNR promoted among 15,000 farmers	15,000	7,500
2.3 Small-scale irrigation promotion	10,000 farmers supported with small-scale irrigation	10,000	6,000
Work Package 3: Agricultural Commodity Production			
3.1 Develop an efficient input supply system	30 input producer groups at identified and strengthened	12,000	6000
3.2 Commodity production/utilization capacity development	12,000 farmers reached by production capacity development	12,000	7000
3.3 Formation and strengthening of producer groups	60 producer groups mobilized and strengthened	12,000	6000
Work Package 4: Enhancing Market Access			
4.1 Promote post- harvest technologies	6,000 farmers adopt new post-harvesting technologies	6,000	3500
4.2 Capacity development for value chain actors	2 Value chain training events per district for all actors	15,000	8500
4.3 Formation and strengthening of marketing groups	2 marketing groups identified/established/trained per district	15,000	7500
4.4 Facilitate linkages between farmer groups & markets	15,000 farmers participating in targeted value chains	15,000	7500
4.5 Strengthen market information systems	15,000 farmers experience improved market info. access	15,000	7500
Work Package 5: Financial Services Linking			
5.1 Community based financial institution strengthening	48 SG/VSLAs groups established/strengthened per district	14,000	8000
5.2 Link value chain actors to financial service providers	6,000 farmers access new financial services from providers	6,000	4000
Work Package 6: Local Governance & Institutional Strengthening			
6.1 Community institutional capacity strengthening	Community institutions on 30 sub-watersheds strengthened		
6.2 Platforms for improved local governance	1 platforms meeting per district per year conducted		
Work Package 7: Planning, M&E, and Scaling of Learning			
7.1 Programme monitoring	4 times per year monitoring by ICRAF and NLO		
7.2 Participatory M&E with FOs and local stakeholders	2 review workshops per year per each district		
7.3 Scaling of evidence and learning	> 4 key scaling stakeholders actively engaged		
Work Package 8: Policy Analysis and Influencing			
8.1 Policy implementation evidence	One study on policy implementation undertaken		
8.2 Stakeholder mapping	1 Ethiopia synthesis report		
8.3 Raise awareness on policy provisions and constraints	1 meeting per site per year, with 4 institutions reached		
Net total of farmers targeted for direct support		40,000	22,000

4.5 Indicative Work Plan

Activity Area	2015				2016				2017				2018				Who leads*	Who supports*
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Work Package 1: Subcatchment-level natural resource management																		
1.1 Establish and/or strengthen community watershed teams																	1,2,3	5
1.2 Sub-watershed plan development																	1,2,3	5
1.3 Rehabilitate degraded land																	1,2,3	5
1.4 Sub-catchment soil conservation & water-harvesting																	1,2,3	5
1.5 Promote mitigation measures on drivers of deforestation																	1,2,3	5
1.6 Enhance sustainable grazing management																	1,2,3	5
Work Package 2: On-farm Water & Soil Management																		
2.1 On-farm integrated soil & water management																	1,2,3	5
2.2 Agro-forestry and on-farm FMNR																	1,2,3	5
2.3 Small-scale irrigation promotion																	1,2,3	5
Work Package 3: Agricultural Commodity Production																		
3.1 Develop an efficient input supply system																	1,2,3	5,, 1
3.2 Commodity production/utilization capacity development																	1,2,3	5, 1
3.3 Formation and strengthening of producer groups																	1,2,3	5, 1
Work Package 4: Enhancing Market Access																		
4.1 Promote post- harvest technologies																	1,2,3	5, 1
4.2 Capacity development for value chain actors																	1,2,3	5, , 1
4.3 Formation and strengthening of marketing groups																	1,2,3	5, , 1
4.4 Facilitate linkages between farmer groups & markets																	1,2,3	5, , 1
4.5 Strengthen market information systems																	1,2,3	5, , 1
Work Package 5: Financial Services Linking																		
5.1 Community based financial institution strengthening																	1,2,3	5, , 1
5.2 Link value chain actors to financial service providers																	1,2,3	5, 1
Work Package 6: Local Governance & Institutional Strengthening																		
6.1 Community institutional capacity strengthening																	1,2,3	5
6.2 Platforms for improved local governance																	1,2,3	5
Work Package 7: Planning, M&E, and Scaling of Learning																		
7.1 Programme monitoring																	1,2,3	5
7.2 Participatory M&E with FOs and local stakeholders																	1,2,3	5
7.3 Scaling of evidence and learning																	1,2,3	5
Work Package 8: Policy Analysis and Influencing																		
8.1 Policy implementation evidence																	1, 5	2,3
8.2 Stakeholders mapping																	1, 5	2,3
8.3 Raise awareness on policy provisions and constraints																	1, 5	2,3

*1=WVE; 2=EOC; 3=REST; 5=ICRAF

4.6 Scaling Principle Matrix

As described in Section 1, DRYDEV's Inception Report presents seven scaling principles. It further states that interventions and options that will be scaled up and out in the full implementation phase of the programme must adhere to these. Indeed, the activity areas suggested in this implementation plan have been selected with the scaling principles in mind. However, there are real threats that could undermine the programme's adherence to these principles. The following table describes such threats in relation to the Ethiopian context, as well as corresponding mitigation measures the country team will pursue to mitigate them.

Scaling Principle	Potential Threats	Mitigation Measures
Informed by co-learning	<ul style="list-style-type: none"> Differences in mindset, education and culture between experts and community could make it difficult to learn together Community's pace of co-learning and progress may not align with programme activity timeline 	<ul style="list-style-type: none"> Field staff with grassroots experience are best placed to bridge differences Need to promote and build capacity on co-learning approaches for partners Programme activities need to be in line with community timelines
Contextually appropriate	<ul style="list-style-type: none"> Contexts may change over time Pressure to deliver may not allow sufficient time for context assessment Interventions may not meet the community's actual needs 	<ul style="list-style-type: none"> Conduct OxC analysis Monitoring to address contextual changes Leverage other investments to contribute towards these felt needs
Cost-effective and potentially scalable	<ul style="list-style-type: none"> Irrigation development schemes may not always appear cost-effective, despite large impact potential Lack of capacity in new areas may reduce potential for scaling up in these areas 	<ul style="list-style-type: none"> Priority to be given to smaller-scale approaches that unlock community engagement Ensure exit strategies include sharing of technical expertise to support scaling up in new areas where possible
Inclusive (including gender)	<ul style="list-style-type: none"> Self-exclusion (or opting-out) by disadvantaged individuals The very poor may not be able to contribute towards down-payments for inputs 	<ul style="list-style-type: none"> Monitor and evaluate continuously the women's participation Create awareness; inclusive targeting Develop different models for different groups of people, including women
Environmental and socially benign	<ul style="list-style-type: none"> Conflict between upslope and down slope communities may be created through programme interventions 	<ul style="list-style-type: none"> Use community consultations and engagement to ensure that the watershed benefits are shared Carry out environmental and social impact assessments
Climate smart	<ul style="list-style-type: none"> Farmers may demand practices that are not climate smart Climate smart is not clearly defined 	<ul style="list-style-type: none"> Actively and properly design interventions to be climate smart Capacitate partners on climate smart concept, practices and implications
Sustainable	<ul style="list-style-type: none"> Lack of access to technological support for interventions in new areas Communities may expect to receive hand-outs from the programme Communal land activities may not be maintained due to lack of ownership 	<ul style="list-style-type: none"> Ensure the involvement of the community in programme activities Develop clear and strong exit strategies Strengthen the capacity of CBOs Ensure presence of community contributions

4.7 Programme Sustainability and Exit Strategy for Ethiopia

Transition and Exit

In consultation with the farmer organizations, local institutions and the other stakeholders, a timeline for transition will be developed within the first year of the implementation phase. This will be at three levels:

1. **Transition from implementer to facilitator:** the programme will build the capacity farmer groups and local institutions to take over the planning and implementation of the programme interventions such that programme staff gradually take up a facilitating role .
2. **Transition from monitor to observer:** The programme implementers will gradually reduce their role in the day to day monitoring and delegate this role to the communities. However, they will be engaged as observers to ensure that the programme does not go off track.
3. **Exit from programme sites:** During the last year of the programme, there will be a formal hand-over of the programme processes, structures, to community groups, CBO/FOs and concerned local government structures. Many programme activities will also be scaled back to create space for the necessary handing-over and empowerment of the community.

Sustainability

To enhance the sustainability of the DRYDEV programme impacts, outcomes and outputs, the following strategies will be employed over the life of the programme:

1. Building capacities of the local organizations and increasing ownership
All targeted CBOs and groups will develop plans clearly delineating phases where the programme support will be gradually reduced and how the community will take on the lead role.
 - Key community members will be empowered to continue monitoring of programme interventions to instil a culture of mutual accountability
 - CBOs will be encouraged to develop bylaws for use and management of community assets, as well other interventions which will include, benefit sharing mechanisms, collection of fees for maintenance, actions on defaulters, etc.
2. Farmer organizations and local institutions like the Community sub Watershed Teams will be linked to and work in partnership with other stakeholders particularly government departments and local government institutions
 - Stakeholders at the local, district and national levels will be kept informed about the programme implementation. Through holding consultative meetings, joint field days, joint reflection and experience sharing exposure visits and information sharing on a regular basis Farmers will be linked to and work with the national extension systems which will ensure continuity after the programme's life and could result in scaling up by the government.
3. The programme will promote context specific, viable, and cost-effective technologies. This will be informed and guided by the programme input access modality (see Annex C). In addition, a maintenance plan for physical structures will be developed, where resources mobilized with and managed by the local institutions.

4.8 Country Service and Technology Access Modality

Taking into consideration the programme's objectives and implementation approach, this section outlines modalities of accessing technology and services in the Ethiopian context for the DRYDEV programme.

As a general principle, the programme takes into account the operation modality of the target area government extension and safety net initiatives. Although the government of Ethiopia discourages free handouts for regular community-based development programmes as a principle, there are instances where food for work or cash for work is used to build assets for the very poor. The DRYDEV programme will adopt this approach where appropriate, but generally there will be no hand-outs without a contribution from the beneficiary in question. Moreover, in cases where material support is provided, the recipient will be required to make a significant contribution to the programme, such as by passing on multiplied seed to other farmers. They will also be strongly encouraged to join existing or form new savings and lending groups. In addition, to ensure participation and inclusiveness of economically poor and marginal groups, the community group in question will make a minimum contribution, especially for larger and expensive technologies, and they will be expected to accommodate resource poor members by subsidizing their contribution. This subsidy will be decided based on context and will be in compliance with each regional government's policies and regulations. However, the programme will take measures to ensure that no inputs will be accessed for "free".

Specific Approaches for technologies/services access and implementation:

- Inputs such as improved crop seeds/seedlings and tree seedlings and other new technologies that are required in small amount and for demonstration purposes will be provided to target farmers for free, given that the cost will be insignificant and recollection might not be cost-effective for the programme.
- There will be classification of different categories of farmers based on resource. Inputs such as planting materials, improved breeds, beekeeping materials, poultry etc. will be accessible for resource poor households through 20-30% loan. However, they will be required to pass-on multiplied outputs or make an equivalent contribution to the programme.
- Farmers will be linked to input suppliers to access quality inputs.
- Construction at the households level will be based on own contribution (in kind, labor, provision of local materials or cash). Only very marginal households will provide relevant material support via the programme and will require a 30% contribution from the household in question.
- Community based constructions (e.g., big ponds, irrigation canals, other communal water harvesting structures, post-harvest facilities, etc.) will be built with government contribution (e.g. technical designs, follow up), community contribution through labor, and the supply of local materials (like stone and sand). The co-contributions should be at least 30% of the total and the programme will contribute the remaining 70%.
- Integrated Soil and Water Management and Environmental Rehabilitation works (e.g, Gabion, percolation ponds, plantation, stone bunds, area closures and management) and FMNR will be undertaken with community mobilization and contribution (labor, local materials support) and government contribution (technical, follow up, materials, seedlings support).
- Bigger capital items such as pumps, water lifting devices will be handed over to organized groups with loan percentage ranging from 50-100% (depending on the regional extension system). The money has to be paid back in installments to the respective farmer organization or CBO. The groups will be responsible for maintenance and fuel, and technicians in the CBOs will be provided with sufficient user training.

4.9 Overall Ethiopia Programme Budget for Main Implementation Phase

The total budget associated with this implementation plan is **\$6,335,939**. Out of this, \$5,068,750 is from DGIS, with \$1,488,055 to support management and operational costs and \$3,580,695 to directly support the delivery of programme activities. The ratio of DGIS funds between programme administration/management and programme delivery is 29:71. A matching grant of 25% is provided by WVA (\$1,267,187.50). The WVA match is additionally covering administrative associated with both ICRAF and WVA, bringing the total match to 30%. A summary of this budget is below, with more details presented in an accompanying Excel workbook. More detailed budgets will also be presented annually and accompany DRYDEV's annual Detailed Implementation Plans (DIPs).

The Drylands Development Programme (DRYDEV) Ethiopia Implementation Budget 2015-18 (USD)

	2015	2016	2017	2018	TOTAL
1. Personnel					
1.1 World Vision Ethiopia	252,833	334,202	334,203	216,714	1,137,952
1.2 EOC/DIDAC Ethiopia	44,982	49,571	50,608	24,528	169,689
1.3 REST Ethiopia	22,794	24,781	24,781	11,931	84,286
Subtotal Personnel	\$320,609	\$408,554	\$409,592	\$253,173	\$1,391,927
2. Travel					
2.1 World Vision Ethiopia	64,892	56,980	54,980	28,000	204,852
2.2 EOC/DIDAC Ethiopia	13,520	1,800	1,800	1,800	18,920
2.3 REST Ethiopia	35,878	36,445	40,000	20,000	132,323
Subtotal Travel	\$114,290	\$95,225	\$96,780	\$49,800	\$356,095
3. Equipment					
3.1 World Vision Ethiopia	25,000	4,500	4,500	0	34,000
3.2 EOC/DIDAC Ethiopia	25,000	0	0	0	25,000
3.3 REST Ethiopia	25,000	0	0	0	25,000
Subtotal Equipment	\$75,000	\$4,500	\$4,500	\$0	\$84,000
4. Other Administration & Operational Expenses					
4.1 World Vision Ethiopia	115,034	100,873	71,364	46,000	333,271
4.2 EOC/DIDAC Ethiopia	29,488	39,889	39,054	25,505	133,935
4.3 REST Ethiopia	15,800	17,761	17,761	9,000	60,322
Subtotal Other Administration & Operational Expenses	\$160,322	\$158,522	\$128,178	\$80,505	\$527,528
Total for Project Management & Operational Costs	\$670,221	\$666,801	\$639,050	\$383,477	\$2,359,549
5. Programme Delivery					
WP1: Subcatchment-level natural resource management	\$224,748	\$244,419	\$245,903	\$115,832	\$830,902
WP2: On-farm water & soil management	\$348,353	\$218,172	\$254,988	\$69,823	\$891,336
WP3: Agricultural commodity production	\$140,347	\$128,013	\$212,399	\$85,767	\$566,526
WP4: Value chain development	\$158,622	\$173,839	\$166,061	\$75,147	\$573,669
WP5: Financial services linking	\$74,582	\$74,582	\$74,582	\$10,447	\$234,194
WP6: Local governance & institutional strengthening	\$85,230	\$111,000	\$119,268	\$41,063	\$356,562
WP7: Planning, M&E, and scaling of learning	\$92,719	\$110,717	\$107,878	\$45,246	\$356,560
WP8: Planning, M&E, and scaling of learning	\$25,490	\$112,274	\$27,500	\$13,016	\$178,280
Total for Programme Delivery Costs	\$1,150,092	\$1,173,016	\$1,208,580	\$456,340	\$3,988,029
Grand Total	\$1,820,313	\$1,839,817	\$1,847,630	\$839,818	\$6,347,578

5. Burkina Faso Programme Implementation Plan (PIP)

5.1 DRYDEV Burkina Faso Team

5.1.1 Partnership Arrangement

The Burkina Faso country team comprises the three following organizations:

Reseau MARP Burkina

Reseau MARP was founded in 1992 but was formally registered as an NGO in Burkina Faso in 1998. Its mission is to promote participatory approaches as a key pathway to poverty reduction and sustainable development. Since its inception, Reseau MARP, in partnership with national and international organizations, has implemented projects in food security, NRM, agroforestry, FMNR, rural economic development, and disaster risk reduction (DRR). As the National Lead Organization (NLO), Reseau MARP will coordinate the work of the DRYDEV country team, while leading field implementation of WP 2 and WP 3 in collaboration with SNV and Tree Aid.

Tree Aid

Established in 1987, Tree Aid is a UK-based international development organization working in the African drylands to tackle poverty and enhance the environment. In West Africa, Tree Aid supports projects in Burkina Faso, Mali, Ghana, and Niger. Its West Africa office is located in Ouagadougou, Burkina Faso, and its programme of work focuses on four areas: (i) agroforestry and natural resources management (NRM); (ii) forest governance; (iii) enterprise development and trade; and (iv) food security and nutrition. Tree Aid's work on NRM includes subcatchment NRM management. In Ghana, for instance, it has supported water buffering and restoration of riverbank under the framework of the Bongo River Trees Project. As part of Tree Aid's approach to delivering long term, sustainable impact, it works closely with policy makers, governments, and local authorities. Tree Aid will be leading WP 1 (subcatchment-level NRM) with the support of the Burkina Faso National Agency for Integrated Water and Resources Management and WP 8 (policy analysis & influencing) in collaboration with the other DRYDEV Burkina Faso partners and ICRAF.

Netherlands Development Organization (SNV)

SNV is an international not-for-profit development organization. It believes that no one should have to live in poverty and that all people should have the opportunity to pursue their own sustainable development. In Burkina Faso, SNV started its work in 1968. It has been working to develop the capacity of local institutions and organizations, with the ultimate aim of reducing poverty. SNV's team of local and international advisors work with local partners to equip communities, businesses, and organizations with the tools, knowledge, and connections they need to increase their incomes and gain access to basic services. SNV's programmes in Burkina Faso include Agriculture Development (value chain development, food security and resilience); Renewable Energy (biogas, solar and other types of clear energy); and Water, Sanitation, and Hygiene. Under the DRYDEV programme in Burkina Faso, SNV will be leading WP 4 (enhancing market access); WP 5 (financial services linking); and WP 6 (local governance & institutional strengthening) in close collaboration with Reseau MARP and Tree Aid and other in-country strategic partners.

5.1.2 Programme Staffing by Organization

The following table presents staffing arrangements by partner organization to lead DRYDEV's delivery in Burkina Faso in its full implementation phase, as well as the core role of each position and the number of months allocated to the programme per year. More detailed ToRs for each of these positions is presented in Annex A.

DRYDEV Burkina Faso Staff by Organization

Position	Core Role	months/year
RESEAU MARP		
Country Team Manager	Overall leadership & technical direction for Burkina Faso	12
WP2 & WP3 Officer	Lead and coordinate implementation of WP2 & WP3	12
Monitoring & Evaluation Officer	Supporting PMEL work	12
Field Supervisor (2)	Spearheading programme activities at the field level	12
Reseau MARP Coordinator	Supporting Country Team Manager	6
Reseau MARP Financial Director	Budgeting and financial management	6
Reseau MARP Technical Director	Technical backstopping of WP2 & WP3 Officer	6
Accountant	Preparation of budgets and accounting of project expenses	3.6
Administrative Officer	Providing administrative and support functions	3.6
Logistic Officer	Providing logistic support and managing project assets	3.6
Communication Officer	Support communication plan implementation	3.6
Drivers (2)	Logistic support and travel to project sites	12
Reseau MARP Board	Overall responsibility for Reseau MARP DRYDEV operations	-
SNV		
Project Manager (PM)	Overall coordination of SNV work under DRYDEV	12
Country Sector Lead Agriculture	Provide senior quality control & coaching of the PM	5.16
Country Director	Managing work quality and oversee senior staff	1.68
General Support Officer	Accountant and logistics	6.84
Financial Officer	Administrative and finance management	5.16
TREE AID		
Project Coordinator	Overall coordination of Tree Aid work under DRYDEV	12
Project Officer- watershed management	Lead and coordinate WP1	12
Project Assistant	Providing administrative and support functions	12
Natural Resources Manager	Support WP1 & WP8 planning, monitoring and reporting	2.04
Natural Resources Field Assistant	Field support to NRM activities	2.16
West Africa Finance Manager	Project finance management and reporting	1.8
Director of West Africa operations	Work quality control & coaching of the Project Coordinator	2.4
Deputy Director West Africa operations	Assist in quality control and coaching of Project Coordinator	1.2
UK Programme Manager	Support for programmatic work and reporting	0.6
UK Finance Manager	Support for budgeting and financial reporting	0.6

5.1.3 Other Strategic Partners and Stakeholders and their Potential Roles in the Programme

There are several other partners and key stakeholders that will likely play a key role in the programme's delivery. These are presented in the following table.

Other Strategic Partners and their Potential Roles

Strategic Partner	Potential Role
Institut de l'Environnement et de Recherches Agricoles (INERA)	<ul style="list-style-type: none"> • Country Team Member • Supporting uptake of contextualised options, technologies and practices • Advising on up-to-date innovations in the agriculture and NRM sectors • Advising on co-learning/action learning • Supporting the scaling up/ scaling out of best practices
PAGIRE Secretariat- Burkina Faso Action Plan for IWRM (Ministry of Water)	<ul style="list-style-type: none"> • Country Team Member • Advising on Integrated Water Resources Management(IWRM) policy and legislation • Sharing of appropriate IWRM technologies and innovations • Linking DRYDEV with IWRM stakeholders • Supporting scaling up/scaling out of the programme
Central Government Departments(Agriculture, Forestry and Livestock)	<ul style="list-style-type: none"> • Advising on agriculture and NRM national policies and strategies • Sharing of appropriate agricultural technologies and innovations • Provision of relevant technical guidance • Supporting scaling up/scaling out of best practices
Local Government in project areas	<ul style="list-style-type: none"> • Advising on relevant local policies and strategies • Participating into joint planning, monitoring and evaluation • Facilitating links with relevant public and private service providers • Supporting scaling up/scaling out of best practices
Microfinance Institutions (MFIs) and Business	<ul style="list-style-type: none"> • Participating in selected meetings at community level • Attending relevant programme workshops and event • Developing appropriate loans schemes tailored to the farmer needs • Facilitating farmers access to microloans to meet capital costs
Business Development Services	<ul style="list-style-type: none"> • Strengthening producer business and entrepreneurial skills • Provision of business development advisory services
International and national NGOs	<ul style="list-style-type: none"> • Complementing DRYDEV objectives • Participating in joint planning, annual stakeholder review meetings • Sharing relevant technical experience • Leveraging additional support to complement DRYDEV objectives

5.2 Programme Operational Area

5.2.1 Overall Programme Area

The biophysical characterization study identified 24 subcatchments of varying sizes (between 500 and 1800 km²) in the two watersheds where DRYDEV is being implemented. A first delineation based on the activities carried out during the Inception Year and further biophysical characterization resulted in the selection six subcatchments. However, these areas are still too large to be used as intervention sites, so a second level of screening was undertaken to select micro-catchments in each subcatchment that have a surface area between 50 km² and 200 km². It was then decided that the programme will directly intervene in six micro-catchments, as shown the table and the maps presented in Appendix 1.

Programme Operational Sites

Province	Subcatchment and area (km ²)	Communes	Area Micro-catchment (Km ²)	Villages
Sourou	B07 (1763 km ²)	Kiembara Tougan	198.79	Gouéré, Sissillé, Sissilé, Kiembara, Kiembara-Secteur 1, Kiembara-Secteur 2, Kiembara-Secteur 3, Kiembara-Secteur 4, Kiembara-Secteur 5, Niassono, Kouygoulo
Zondoma et Yatenga	B08 (1094 km ²)	Oula, Bassi Tougo	213.63	Bouskoudougou, Boussoum, Dabla, Ipala, Kounga-Mossi, Kounga-Peulh, Omsom, Pelkisga, Sindilo, Bassi, Koura-Douré, Lintiba, Rondolga, Saye, Songodin, Tougouya-koko, Tourgo-Silmi-Mossi, Nougou, Raméssé, Roba Toumigo, Zondoma
Yatenga	B09 (1527 km ²)	Zogoré, Tangaye	108.81	Leh, Boulounssi, Nango-Foulbé, Nango-Yarcé, Téonsgo, Torobo, Viré-Songdin, Zogoré
Bam	B13 (785.7 km ²)	Tikaré, Kongoussi	143,30	Birou, Bognam-Foulbé, Bogonam, Loagha, Loagha-Foulbé, Sakou, Sakou-Foulbé, Yougounini, Baribsi, Gongga, Horé, Kilou, Ouampaga, Ritimyinga, Tamiga, Tampaga, Tikaré-Secteur 3, Yelkoto, Zano
Passoré	B16 (548.5 km ²)	Arbollé, Kirsi	131.36	Pathiri, Ranéon, Sagaré, Sikouinsi, Tancé, Toyendé, Kapon, Ribou
Sanguié	B27 (735.4 km ²)	Tenado, Réo, Khyon, Koudougou	147	Koudougou-secteur 10, Kyon, Ekoukoala, Kilsio, Poun, Tenado-Secteur 3, Tenado-Secteur 4

5.2.2 Impact Study Area

As outlined in the Inception Report, an impact study area is to be delineated within the overall Burkina Faso programme area. Here, specific subcatchment areas not targeted by the programme will be used for comparison purposes, thereby enabling DRYDEV's overall impact on the key outcome and impact measures documented in the Inception Report to be estimated. The table below presents potential sites that may be used following further verification. Their selection was guided by the biophysical mapping and remote sensing carried out in the Inception Year. Efforts were made to match each of the new programme sites listed above with a similar area but outside of the programme's hydrological sphere of influence. The criteria used in the matching process included similar soil type, vegetation cover, elevation, population density, and poverty levels, as well as annual rainfall between 400-800mm.

List of Potential Comparison Micro-catchment Sites

Province	Sub-catchment	Commune	Area Micro-catchment (km2)	Villages
Sourou et Yatenga	B07	Kiembara Zogore	211.15 km2	Dio, Ouellé, Touri
Zondoma Yatenga	B08	Oula, Bassi Gourcy, Leba	195.03 km2	Bougouré, Kalsagado Mossi, Kalsagado Peulh, Kalsagado Samba, Kayegue, Kayegue Silmi-Mossi, Sorgho Silmi-Mossi, Yallé, Ziga, Ouettigué, Pella, Sorogo, Bougounam, Rassogoma, Bouri, Guésséré, Léba, Marmissiga, Raguéguéma, Robondé
Yatenga	B09	Tangaye	113.10 km2	Nimpouya, Tangaye, Mpra, Yaoua, Boundoukamba
Bam Yatenga	B13	Tikaré, Kossouka	122.70 km2	Boubou, Dafiré, Hamdalaye, Songodin, Téonsgo, Ipala, Sarkounga, Tanhoka, Kamtenga, Manégtaba-Foulbé, Manégtaba-Mossi, Sassaka Foulbé, Sassaka Mossi
Passoré	B16	Arbollé	83.40 km ²	Bendogo, Boura, Dakiégré, Ramessom
Sanguié	B27	Didyr	93.31 km2	Pouni-Nord

5.3 Linkages and Synergy with Government Policy and Donor and NGO Programmes

5.3.1 Relationship with Government Policy

DRYDEV is highly consistent with Burkina Faso's development priorities. At national level, the programme contributes to the achievement of the overall Rural Development Strategy (SDR) objective, which aims "to ensure sustained growth of the rural sector in order to contribute to poverty reduction, food security enhancement and promote sustainable development." It also complements (i) the National Food Security and Nutrition Policy (PNSAN), which is designed to achieve sustainable food and nutrition security by 2025; (ii) the National Environmental Policies (i.e. the Environment Code and the Forestry Code); (iii) the *Plan d'Action pour la Gestion Intégrée des Ressources en Eau (PAGIRE)*, which promotes integrated water resource management; and (iv) the National Programme for the Rural Sector (PNSR). Finally, DRYDEV will make a substantial contribution to the goals outlined in the country's Accelerated Growth and Sustainable Development Strategy (SCADD) 2011-2015.

5.3.2 Relationship with Other Dutch MoFA-Funded Initiatives in Burkina Faso

In Burkina Faso, DRYDEV can link with several Dutch supported initiatives. For example, it can build on the experience of the DGIS supported Competitiveness and Resilience of Smallholder Farmers (CRSF) programme, which is being implemented by SNV in the Mouhoun Ring, Centre-West, North and Central Plateau of Burkina Faso. It can further create synergy with the Africa Biogas Partnership Programme (ABPP) initiative, which aims to develop the country's commercial biogas sector. Other opportunities include (i) the DGIS supported West African Regional Rice and Food Security Program; (ii) the Extension of the Ponsomtenga Delicio Fruit and Vegetable Processing Unit; and (iii) the Energy, Poverty and Gender in Agro Processing Project (2014-2015), which is implemented by SNV and supported by DGIS.

5.3.3 Linkages with Other Major Relevant Donor and/or NGO Initiatives in Burkina Faso in General and Targeted Areas in Particular

Other relevant programmes and initiatives in Burkina Faso include the following:

- The DFID-funded BRACED Burkina Faso programme. This initiative aims to develop transformational solutions to climate variability and disasters for 1.4 million people by improving climate forecasting, behavioural change, and sharing expertise and technologies. This large and complex programme will be implemented by a consortium led by Christian Aid UK.
- The Resilience and Economic Growth in Sahel: Enhanced Resilience in Niger and Burkina Faso programme is another relevant programme led by NCBA CLUSA, with funding from the United States Agency for International Development (USAID). The programme is seeking to address the diverse, structural causes of chronic vulnerability in the Sahel.
- Finally, synergies can be developed with the IFAD funded Participatory Natural Resource Management and Rural Development Project in the North, Centre-North and East Regions (i.e. the Neer-tamba Project). Its objective is to improve the living conditions and income of the most disadvantaged of its targeted areas.

5.4 Programme Activities and Output Targets

5.4.1 Key Activities by Work Package

Work Package 1: Sub-catchment level natural resource management (NRM)

In Burkina Faso, work under WP 1 will seek to strengthen local capacities to develop and implement subcatchment action plans (SCAPs). Here, farmer organizations and other relevant local stakeholders will be guided—through participatory and inclusive processes following the OxC approach—to develop, implement, and monitor their own action plans to biophysically rehabilitate the subcatchments in which they reside and on which they depend. This process will entail (i) the establishment of subcatchment management committees; (ii) support for the development of subcatchment management and governance tools; (iii) farmer-to-farmer training s on water buffering construction and maintenance; and (iv) the development and enforcement of sub-catchment management by-laws. While each SCAP will be unique, they will promote common activities related to the maintenance/establishment of water buffering structures, afforestation and FMNR, and sub-catchment forest and pastoral areas management. Direct sowing of local tree seeds in selected locations of the subcatchment and rehabilitation of degraded zones with grasses will be also be key initiatives.

Work Package 2: On-farm water & soil management

The main focus of this WP will be to facilitate the customization and uptake of innovations that will enhance on-farm water and soil management. Given that much of the targeted subcatchments comprise farmland, WP 2 directly complements WP 1. Farmer field schools, demonstration sites, and rural resource centres will be developed and used as platforms to promote innovations related to on-farm rain water harvesting, agroforestry, on-farm FMNR, soil conservation and fertility management, and small-scale irrigation.

Work Package 3: Agricultural commodity production

Raising the agricultural production potential of the targeted subcatchments is the main focus for WP1 and WP2. Work Package 3 is specifically designed to support famers to make the most of this investment, and in a sustainable way. Its particular interventions will aim to enhance food security, as

well as to increase on-farm income generation by feeding into the promising value chain development opportunities identified under WP4. Climate-smart production systems and practices will also be promoted through the establishment of demonstration sites, farmer exchange visits, and the establishment of farmer field schools and rural resource centres. Finally, work under WP3 will aim to increase access among the participating farmers to desired and quality inputs at affordable prices. This will be pursued by developing and implementing local input supply strategies (e.g. seed multiplication), facilitating bulk purchasing, and supporting farmer organizations to directly broker with suppliers for better terms and conditions.

Work Package 4: Enhancing market access

The focus of WP 4 in Burkina Faso is to increase access to and participation of different categories of farmers in selected agricultural, livestock, and non-timber forest product value chains. Two key approaches will be used to inform the work that will be spearheaded: Making Market Work for the Poor (M4P) and the Food and Agricultural Organization's Market Analysis and Development (MA&D). The application of these two approaches will enhance the country team's ability to (i) strengthen the institutional capacity of the participating producer groups (including their organizational structure, membership rules, systems of accountability and governance, group dynamic, lobbying and advocacy skills); (ii) develop their business and entrepreneurial skills; (iii) support them to identify lucrative value chain opportunities that draw on their comparative advantages and subsequently develop viable business plans to take advantage of these opportunities; and (iv) provide enterprise-specific mentoring support. This will enable different categories of farmers to plan, run, and monitor viable and profitable enterprises that generate sustainable income and employment. Multi-stakeholder value chains platforms will also be promoted to enhance collaboration, exchange, networking, and strategic partnerships between rural producers and relevant public and private market players. Finally, given that poor access to reliable market information is a major bottleneck to rural enterprise development, efforts will be made to establish and strengthen locally-adapted market information systems that will provide up-to-date information and data on market prices, trends, and potential buyers.

Work Package 5: Financial services linking

In Burkina Faso, the main focus of WP5 will be to support the participating producer groups to access the financial services they require to develop and expand their enterprises. The main interventions will involve supporting them form (or be a part of existing) village savings and credit associations and linking them with established financial service providers. The village savings and credit association model has proven successful in many West African countries. In addition to encouraging savings and facilitating access to modest sums of credit, it supports the development of group solidarity, provides an ideal entry point for other development interventions, and creates a solid foundation for the groups to benefit from more sophisticated financial products and services. Work will consequently be undertaken under this WP to identify existing groups and mobilize farmers to form themselves into new ones. Efforts will then be undertaken to strengthen their capacity using established training materials and capacity strengthening methods associated with the approach. This will be complemented by efforts to identify potential financial service providers and brokering with them to offer appropriate products, services, and loan schemes amenable to needs of the various categories of participating farmers.

Work package 6: Local governance & institutional strengthening

Strengthening local governance and institutional development is a key building block for achieving sustainable water resource management, food security, and rural economic development in Burkina Faso. A key focus of the efforts under this WP will be strengthen the capacity farmer organizations, with a particular focus on their organizational structure, membership rules, systems of accountability, and governance. It will further support them to access and participate in lucrative agricultural value chains, as well as deliver key economic services for their members (e.g., warrantage, inputs and equipment

supply, and technical advisory services). WP6 will additionally support capacity development of relevant local government institutions by reviewing of their capacity gaps, followed by the development and implementation of corresponding capacity development plans. Through the above, WP 6 will therefore contribute to enhancing the other components of the DRYDEV programme. Given the apparent success of developing and strengthening of Innovation Platforms in Niger, these will also be experimented with under this WP in Burkina Faso. If successful, the model will be scaled out to all the programme's targeted sites in this country.

Work package 7: Planning, M&E, and scaling of learning

A primary focus of the work carried out under this WP is to operationalize both the Options by Context (OxC) approach and DRYDEV's Participatory Monitoring, Evaluation and Learning (PMEL) framework, as outlined in the Inception Report. As such, further participatory work with farmers will take place to ensure that the programme's interventions are contextually appropriate. This will be complemented with various action learning activities to support these farmers identify appropriate solutions to locally rooted challenges. Intensive tracking of the numbers and types of farmers being supported under the programme will also be undertaken, as well as the extent of adoption of the promoted options (technologies and practices). ICRAF and the Burkina Faso country team will further partake in joint quarterly quality monitoring visits to purposively selected sites, the findings of which will then inform review forums with all country partner organizations. Annual reflection and planning meetings will serve a similar purpose but will involve more intensive reflection on the data being generated through the above initiatives, as well as the findings of the DRYDEV Support Group's annual field review visits. Finally, the programme will carry out a rigorous impact evaluation, and strategic efforts will be undertaken to ensure that the resulting evidence—as well as that emanating from the site-level action learning initiatives—informs wider policy, practice, and investment decisions.

Work package 8: Policy analysis & influencing

WP 8 seeks to influence local and national decision-makers to create a more enabling policy environment for different categories of farmers in DRYDEV's operational area. This will involve holding participatory community-based workshops to identify key policy constraints affecting various categories of farmers, including women. This will be followed by support farmer organizations to develop action plans for corresponding lobbying and advocacy. This support will include empowering them with relevant knowledge and skills and facilitating their linkages to larger alliances and networks, both at the regional and national levels. It will likely often be the case that many of the identified constraints will be due to a failure of policy implementation, rather than the complete absence of a given policy. Given this, much of the lobby efforts of the farmer organizations are anticipated to be around putting pressure on duty bearers at the local level to fulfil their already established roles and responsibilities.

5.4.2 Summary Table of Key Activity Areas and Output Targets by Work Package

Activity Area	Primary Output Target	Targeted population	
		Total	Female
Work Package 1: Sub catchment-level Natural Resource Management			
1.1 Sub catchment action plan development	6 sub catchment management plans developed	45,000	22,500
1.2 Local capacity strengthening in sub catchment management	Local institutions in 6 sub catchments strengthened	2,580	1,290
1.3 Development/maintenance of water buffering	33 new water buffering structures in 6 sub catchments	22,500	11,250
1.4 Sub catchment-level Afforestation and FMNR	200 ha of degraded forest rehabilitated	45,000	22,500
1.5 Development of forest & pastoral management plans	120 km of pastoral corridors delineated	45,000	22,500
Work Package 2: On-farm Water & Soil Management			
2.1 On-farm rain water harvesting promotion	2700 ha of farmland under water harvesting technologies	5,400	2,700
2.2 On-farm agroforestry promotion	2700 ha of	5,400	2,700
2.3 Soil conservation and fertility enhancement	2700 ha of farmland treated	5,400	2,700
2.4 Small-scale irrigation promotion	450 ha of farmland irrigated	3,600	2,700
Work Package 3: Agricultural Commodity Production			
3.1 Promotion of climate smart agricultural practices	90 villages benefiting in 6 sub catchments	45,000	22,500
3.2 Promotion of farmer-led extension systems	450 volunteers	450	250
3.3 Improving input supply systems	Establishment of 6 rural extension centres	45,000	22,500
Work Package 4: Enhancing Market Access			
4.1 Building country capacities in market systems and value chains	18 country team members and strategic partners trained		
4.2 Organizational development for producers groups	600 Producers groups structured around 4 value chains	600	300
4.3 Business & entrepreneurial skills dev. for producers	300 producers trained and mentored	300	200
4.4 Business plans development for selected value chains	20 business plans developed	300	200
4.5 Multi-stakeholder value chain platforms	06 multi-stakeholder meetings organized	5,000	2,500
4.6 Establish and strengthen market information system	5000 farmers with enhanced market information	5,000	2,500
Work Package 5: Financial Services Linking			
5.1 Strengthen village savings and credit associations	300 village saving groups established and strengthen	3,600	1,800
5.2 Linkages with financial service providers	10 agreements signed with financial institutions	3,600	1,800
Work Package 6: Local Governance & Institutional Strengthening			
6.1 Farmer organization strengthening	72 farmer organizations mobilized and strengthened	3,600	1,800
6.2 Capacity development for local government institutions	4 Institutions in targeted areas provide better services		
6.3 Multi-stakeholder, Multi-issue Platforms	18 multi-stakeholder, multi-issue meetings organized	3,600	1,800
Work Package 7: Planning, M&E, and Scaling of Learning			
7.1 Programme Monitoring	48 Joint field monitoring visits		
7.2 Participatory M&E with FOs & local stakeholders	24 Action learning sessions		
7.3 Scaling of evidence and learning (ICRAF to co-lead)	12 scaling stakeholders engaged		
Work Package 8: Policy Analysis and Influencing			
8.1 Review Policy constraints and challenges	6 policy briefs		
8.2 Capacity building at local level	Alliances formed with 10 organizations		
8.3 Lobbying and advocacy	6 campaigns for advocacy for policy reforms		
Net total of farmers targeted for direct support		45,000	22,500

5.5 Indicative Work Plan

6. Activity Area	2015				2016				2017				2018				Who leads*	Who supports*
	T1	T2	T3	T4	T1	T2	T3	T4	T1	T2	T3	T4	T1	T2	T3	T4		
Work Package 1: Sub catchment-level natural resource management																		
1.1 Subcatchment action plan development																	2	1,3,4,5,6
1.2 Local capacity strengthening in subcatchment mgt.																	2	1,3,5;6
1.3 Development/maintenance of water buffering																	2	1,4,5,3,6
1.4 Subcatchment-level Afforestation and FMNR																	2	1,,4,5.
1.5 Development of forest & pastoral management plans																	2	1,3;4;5
Work Package 2: On-farm Water & Soil Management																		
2.1 On-farm rain water harvesting promotion																	1	4
2.2 On- farm Agroforestry promotion																	1 ;2	4
2.3 Soil conservation and fertility management																	1	4
2.4 Small -scale irrigation																	1	5
Work Package 3: Agricultural Commodity Production																		
3.1 Promotion of climate smart agricultural practices																	1	3, 4
3.2 Promotion of farmer-led extension systems																	1	4
3.3 Improving input supply systems																	1	3, 4
Work Package 4: Enhancing Market Access																		
4.1 Building country capacities in market systems and value chains																	3;2	6;1;2; 4
4.2 Organizational development for producers groups																	3	1
4.3 Business & entrepreneurial skills dev. for producers																	3;2	2
4.4 Business plans development for selected value chains																	3;2	2
4.5 Multi-stakeholder value chain platforms																	3	1;2;4
4.6 Establish and strengthen market information system																	3	2
Work Package 5: Financial Services Linking																		
5.1 Establish and strengthen professional organization savings and																	3	1
5.2 Link actors to financial services providers																	3	
Work Package 6: Local Governance & Institutional Strengthening																		
6.1 Farmer organization strengthening																	3	2
6.2 Capacity development for local government institutions																	3	1;2;4;5
6.3 Multi-stakeholder, Multi-issue Platforms																	3	1;2;4;5
Work Package 7: Planning, M&E, and Scaling of Learning																		
7.1 Programme Monitoring																	6;1	1, 2, 3
7.2 Participatory M&E with FOs & local stakeholders																	6;1	1, 2, 3
7.3 Scaling of evidence and learning (ICRAF to co-lead)																	6;1	1, 2, 3
Work Package 8: Policy Analysis and Influencing																		
8.1 Policy constraints and challenges identification																	2	1,3,4,5,6
8.2 Networking and alliance building																	2	1,3,4,5,6
8.3 Lobbying and advocacy																	2	1,3,4,5,6

*1 = Réseau MARP; 2 = TREE AID; 3 = SNV; 4 = INERA ; 5= PAGIRE; 6= ICRAF

5.6 Scaling Principle Matrix

As described in Section 1, DRYDEV's Inception Report presents seven scaling principles. It further states that interventions and options that will be scaled up and out in the full implementation phase of the programme must adhere to these. Indeed, the activity areas suggested in this implementation plan have been informed with the scaling principles in mind. However, there are real threats that could undermine the programme's adherence to these principles. The following table describes such threats relevant to the context of Burkina Faso, as well as corresponding mitigation measures the country team will pursue to avert these.

Scaling Principle	Potential Threats	Mitigation Measures
1. Co-learning	Conflicting organizational culture, beliefs, behaviours and practices	<ul style="list-style-type: none"> • Build on each partner's comparative advantage to strengthen co-learning • Promote participatory action learning
2. Contextual appropriateness	Adopting one-size-fits-all approaches	<ul style="list-style-type: none"> • Learn from DRYDEV's Options by Context approach
3. Cost-effectiveness & scalability	<ul style="list-style-type: none"> • Relatively high costs required to deliver the programme • Limited outreach of programme with a small portion of farmers being supported • Limited impact of programme with little evidence that supported interventions stimulate change at a wider scale 	<ul style="list-style-type: none"> • Assess cost-effectiveness of programme interventions, monitor their appropriateness and introduce changes here required • From the outset, endeavour to reach large number of farmers • Build evidence that positive changes are brought by the programme
4. Inclusiveness (including gender)	<ul style="list-style-type: none"> • Inequitable access and control over natural resources exacerbates conflicts between different categories of farmers • Socio-cultural barriers • Traditional/domestic role that women generally play in rural areas may restrict their ability to engage in upgraded value chains beyond their immediate context • Youth migration to urban areas 	<ul style="list-style-type: none"> • Understand barriers to (and drivers for) change in rural areas, and act upon them • Consider supporting the upgrading of value chains close to communities where feasible • Provide incentives and opportunities for young rural farmers to engage with the programme locally
5. Environmentally and socially benign	<ul style="list-style-type: none"> • Lack of viable alternatives • Increased reliance of rural communities to affordable imported products • Increased poverty level • Significant mining activities in programme areas 	<ul style="list-style-type: none"> • Develop and provide viable alternatives to communities to engage in environmentally friendly activities • Promote local markets for local products
6. Climate smart	<ul style="list-style-type: none"> • Exacerbation of climate change • Proposed adaptation and mitigation measures are not contextualized 	<ul style="list-style-type: none"> • Build rural farmers' capacity to cope with climate change • Use the DRYDEV Options by Context approach to contextualize options, technologies and practices
7. Sustainability	<ul style="list-style-type: none"> • Heavily subsidized programme investments at community level • Programme investments require continuous infusion of external resources • Impact of programme does not go beyond the immediate context of targeted farmers 	<ul style="list-style-type: none"> • Support the provision of appropriate subsidies where required but consider also promoting market-based approaches that are likely to bring about change in farmers' lives • Embed sustainability into the DRYDEV plans right from the onset • Develop and implement an exit strategy for the programme

5.7 Programme Transition and Exit Strategy

The Programme Transition and Exit Strategy for Burkina Faso has two objectives: (1) to ensure that rural farmers continue to benefit from the programme long after it has ended, and (2) to support Programme Management and Project Partners to take appropriate measures from the outset to facilitate a gradual exit of the programme.

Programme sustainability

Sustainability is a primary concern for the DRYDEV Programme and is operationalized throughout the implementation strategies for the eight work packages. First, WP1 and WP2 focus on increasing the long-term productive capital and capacities of the rural farmers. Second, WPs 3, 4 & 5 will ensure that rural farmers realize this potential in the short, medium and long term. Third, WP6 provides the building blocks for the aforementioned objectives by strengthening local institutions. Fourth, WP7 will generate evidence of scaling up, co-learning and further change, all of which are very much intertwined with sustainability. Finally, WP8, by seeking to influence policy both at local and national level, provides a strong foundation for the programme to deliver long-term and large-scale change that goes beyond the immediate context of targeted rural farmers, reaching many more rural farmers sustainably.

Programme management exit strategy in Burkina Faso

A Memorandum of Understanding between ICRAF and its partners will specify the conditions and requirements for the programme exit in Burkina Faso. In this document, the parties will agree on the disposal of programme assets as well as the financial and administrative closure of the programme. Specific clauses will address the following:

Assets disposal

Programme assets will be disposed and handed over in accordance with each of the partner organization's asset disposal policies. This will be done in consultation between ICRAF and the Lead Organization in Burkina Faso.

Human Resource Management

It is anticipated that staff numbers will be reduced from the end of the third year of the programme. This is in line with the planned scaling down of activities in the fourth year of programme implementation. The Memorandum of Understanding between ICRAF and its partners will make this clear; it will also be specified in employment contracts for project staff.

Financial Closure

The National Lead Organization shall ensure that all funding received from the donor and all receivables (project advances, travel advances, and advances to vendors) have been liquidated and all payables have been paid by the last date agreed upon in consultation with the donor. Thereafter, the programme bank accounts shall be closed.

Administrative Closure

The National Lead Organization will ensure that all programme reports and closure documents have been completed and archived in accordance with the laws of Burkina Faso and as per the contractual arrangements with the donor. A final end-of-programme evaluation and audit shall be conducted to assess the programme performance and impact.

5.8 Programme Policy on Input Supplies and Subsidies

Equipment and materials for water buffering and water harvesting

Establishing water buffering and water harvesting structures in rural areas often require the use of equipment and material that may not be easily accessible to local communities. While small equipment such as shovels, pick axes, wheelbarrows, etc. can be available locally, rural farmers may not be able to afford such equipment in quantity for water buffering and water harvesting establishment. Furthermore, materials and equipment such as geotextile bags are generally beyond the purchasing power of small rural farmers. In this respect DRYDEV in Burkina Faso will subsidize small equipment purchasing at 25%. Farmer organizations will be expected to contribute the remainder. With regard to more advanced material and equipment such as geotextile bag, a ratio of 50:50 will be applied. All farmers receiving material support through the programme will also be strongly encouraged to join existing or form new savings and lending groups.

Tree seedlings for Sub-catchment afforestation and Agroforestry

DRYDEV in Burkina Faso will promote the planting of local multi-purpose tree species for water buffering and agroforestry purposes. It is anticipated that the programme will support the establishment of private nurseries that will supply farmers with the needed seedlings for the maintenance of water buffering structures and agroforestry. Efforts will be made to link private nurseries with markets. This is very much in line with the market and value chain approach adopted by the programme. Selected private nursery men and women will receive support from the programme on training in nursery establishment, grafting techniques, natural regeneration, tree planting and orchard establishment. They will also receive one-off support in 2016 to purchase inputs for their nursery establishment. They will commit in turn to supplying farmers with seedlings at a subsidized price and to supporting farmer afforestation and agroforestry activities. Terms of reference for the selection of the private nurserymen and nursery women will be drafted and shared at community meetings. A Memorandum of Understanding outlining DRYDEV and the private nursery entrepreneur role and responsibilities will be established and shared with target communities.

Agricultural seeds

DRYDEV in Burkina will draw on the experience of its strategic partner INERA in supporting farmer access to agricultural seeds. It is anticipated that in 2015, DRYDEV in Burkina will cover the full cost of improved seeds purchased by farmers. In 2016 the programme will contribute 50% of the cost associated with the purchase of seeds. It is anticipated that from 2017 onwards farmers will have improved their economic conditions and will fully cover the cost of local seeds multipliers will be promoted and to markets and microfinance institutions. They will also benefit from the various technical training envisioned under WP3 for commodity production.

Fertilizers

DRYDEV will subsidize fertilizers purchased by farmers for micro-dosing at a ratio of 50:50 during the year 2015. In 2016 the programme will contribute 25% of the cost associated with the purchase of fertilizers. From 2017 onwards, farmers will fully cover the costs for fertilizer supply.

Capital cost for rural enterprises

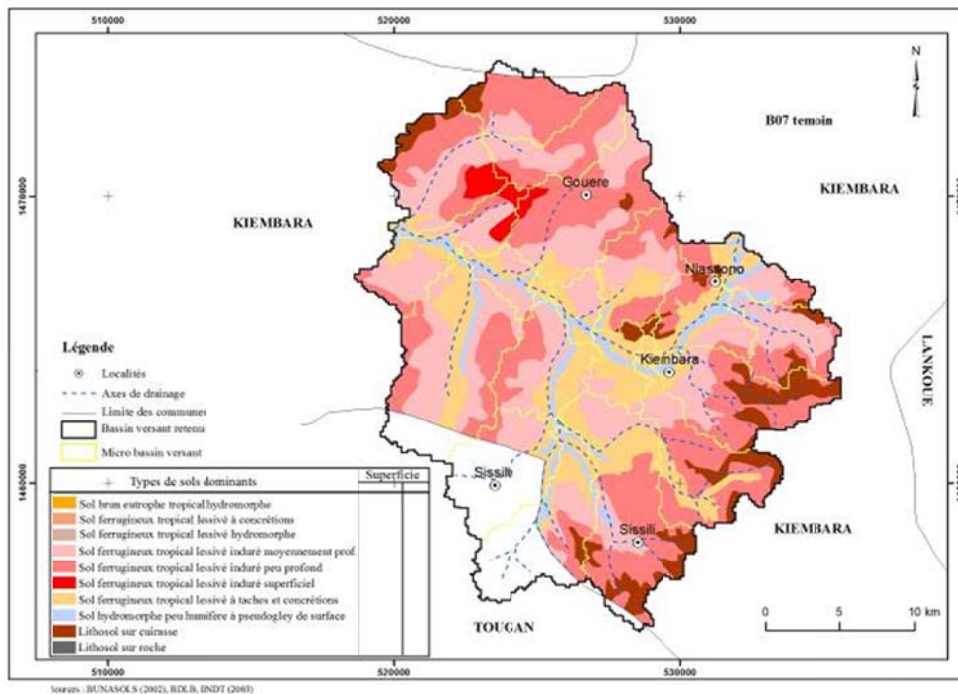
In Burkina Faso, DRYDEV will support rural entrepreneurs to meet capital costs strengthening village saving associations and facilitating links with financial service providers and lobbying microfinance institutions to offer appropriate loan schemes, services and products tailored to their needs. Instead of providing direct financial subsidies to the entrepreneurs, subsidy support to the enterprise groups will be focused on capacity building activities in business development, water harvesting, water buffering, soil fertility, and agroforestry. These are all areas that will have a long-term impact on the productive capacities and skills of the rural entrepreneurs. In this regard DRYDEV will play a facilitating and brokering role by linking financial service providers and the entrepreneur groups, enabling them to build long-term relationships with financial institutions that will benefit both parties.

5.9 Overall Burkina Faso Programme Budget for Main Implementation Phase

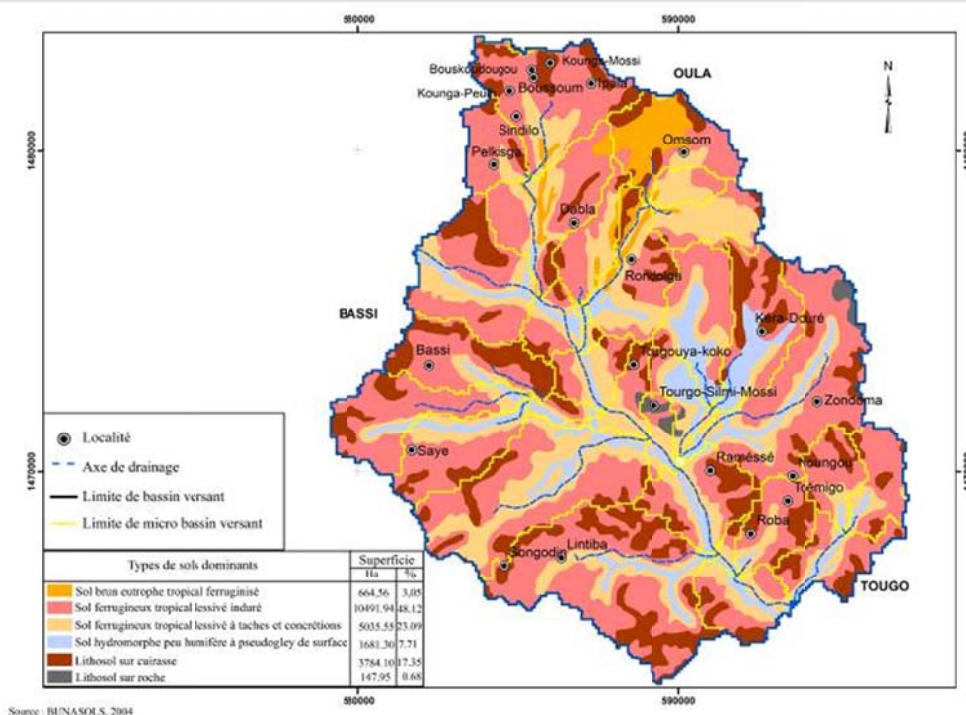
The total budget associated with this implementation plan is **\$5,073,344**, with **\$1,531,244** to support management and operational costs and **\$3,542,100** to support the delivery of programme activities. A summary of this budget is presented below, with further details in an accompanying Excel workbook. More detailed budgets will be presented annually and accompany DRYDEV's annual Detailed Implementation Plans (DIPs).

The Drylands Development Programme (DRYDEV) Burkina Faso Implementation Budget 2015-18 (USD)					
	2015	2016	2017	2018	TOTAL
1. Personnel					
1.1 Reseau MARP	106,589	141,523	141,523	82,555	472,190
1.2 TREE AID	58,099	95,842	98,517	58,539	310,996
1.3 SNV	99,567	104,496	104,496	52,454	361,014
Subtotal Personnel	\$264,256	\$341,861	\$344,536	\$193,548	\$1,144,200
2. Travel					
2.1 Reseau MARP	10,847	7,627	7,627	7,627	33,729
2.2 TREE AID	3,492	5,237	5,237	3,492	17,458
2.3 SNV	10,932	14,008	14,339	3,661	42,941
Subtotal Travel	\$25,271	\$26,873	\$27,203	\$14,780	\$94,127
3. Equipment					
3.1 Coordination and Reseau MARP	15,627	0	0	0	15,627
3.2 TREE AID	27,842	0	0	0	27,842
3.3 SNV	10,932	0	0	0	10,932
Subtotal Equipment	\$54,402	\$0	\$0	\$0	\$54,402
4. Other Administration & Operational Expenses					
4.1 Coordination and Reseau MARP	47,644	46,407	46,407	29,013	169,470
4.2 TREE AID	3,695	8,542	8,542	4,985	25,764
4.3 SNV	9,492	13,627	13,627	4,542	41,288
Subtotal Other Administration & Operational Expenses	\$60,830	\$68,576	\$68,576	\$38,540	\$236,523
Total for Project Management & Operational Costs	\$404,759	\$437,310	\$440,315	\$246,867	\$1,529,252
5. Programme Delivery					
WP1: Subcatchment-level natural resource management	\$280,900	\$191,630	\$182,191	\$52,228	\$706,949
WP2: On-farm water & soil management	\$192,852	\$218,677	\$218,677	\$79,343	\$709,549
WP3: Agricultural commodity production	\$152,552	\$153,421	\$156,980	\$67,445	\$530,398
WP4: Enhancing Market Access	\$152,374	\$154,695	\$154,864	\$69,661	\$531,594
WP5: Financial services linking	\$50,508	\$51,186	\$51,695	\$23,390	\$176,779
WP6: Local governance & institutional strengthening	\$101,356	\$102,542	\$103,051	\$46,678	\$353,627
WP7: Planning, M&E, and Scaling of Learning	\$70,153	\$106,449	\$106,449	\$70,153	\$353,203
WP8: Planning, M&E, and scaling of learning	\$50,796	\$62,653	\$37,254	\$26,695	\$177,398
Total for Programme Delivery Costs	\$1,051,491	\$1,041,254	\$1,011,162	\$435,592	\$3,539,498
Grand Total	\$1,456,250	\$1,478,564	\$1,451,477	\$682,459	\$5,068,750

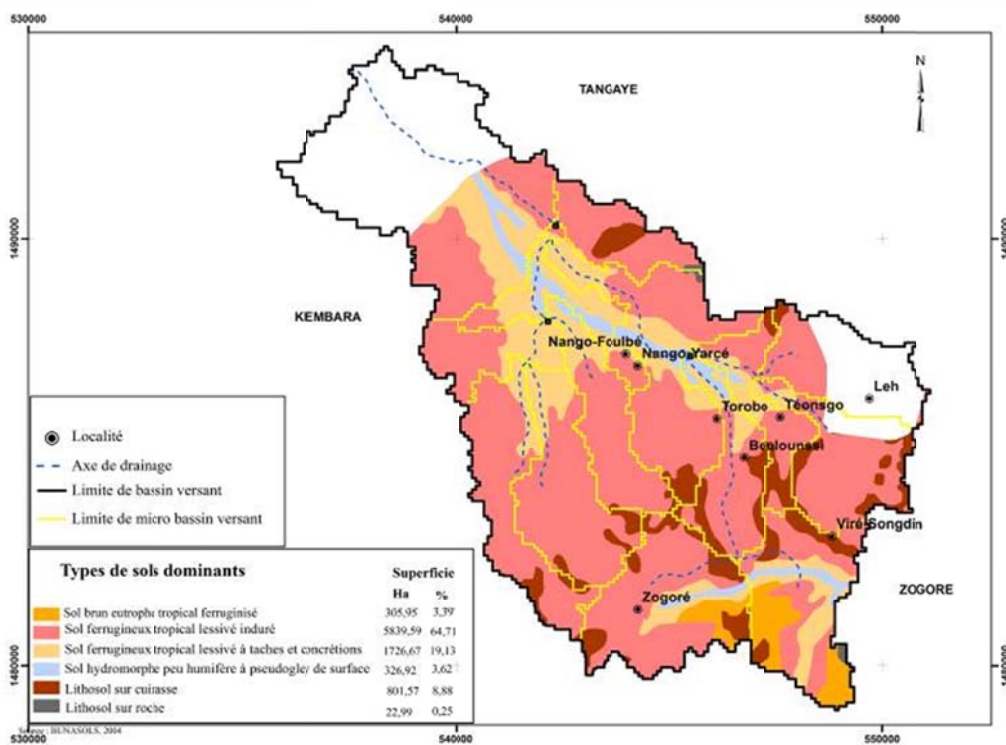
Appendix 1: Maps of DRYDEV's Targeted Subcatchments in Burkina Faso



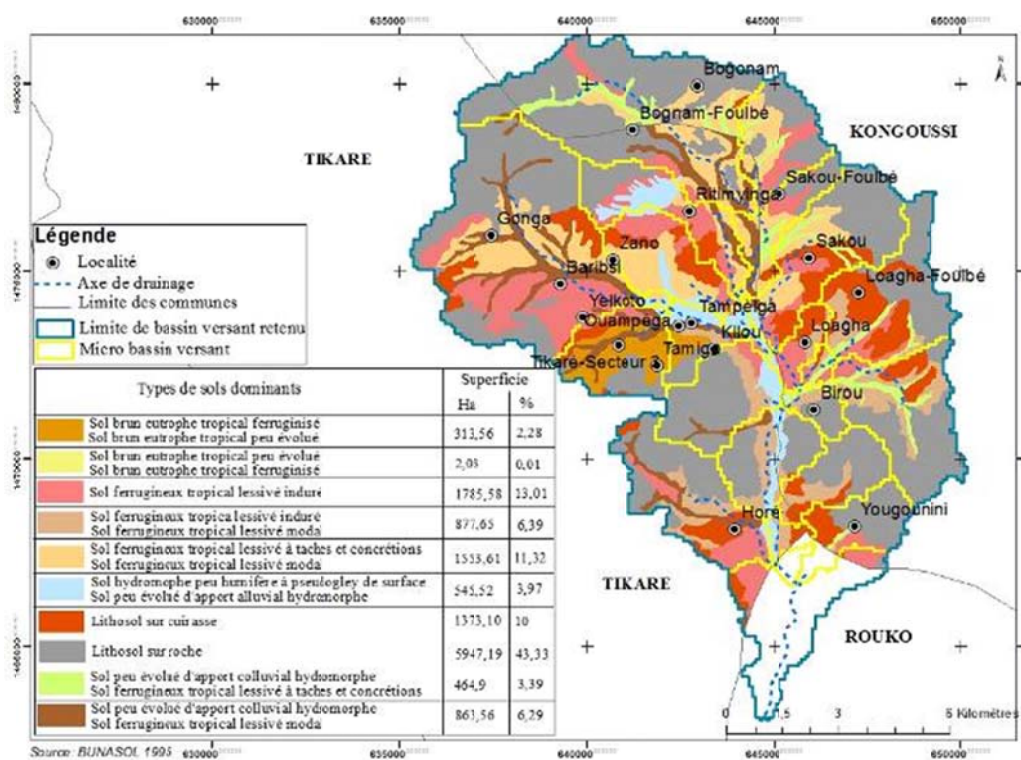
Micro-catchment du sous bassin versant B07



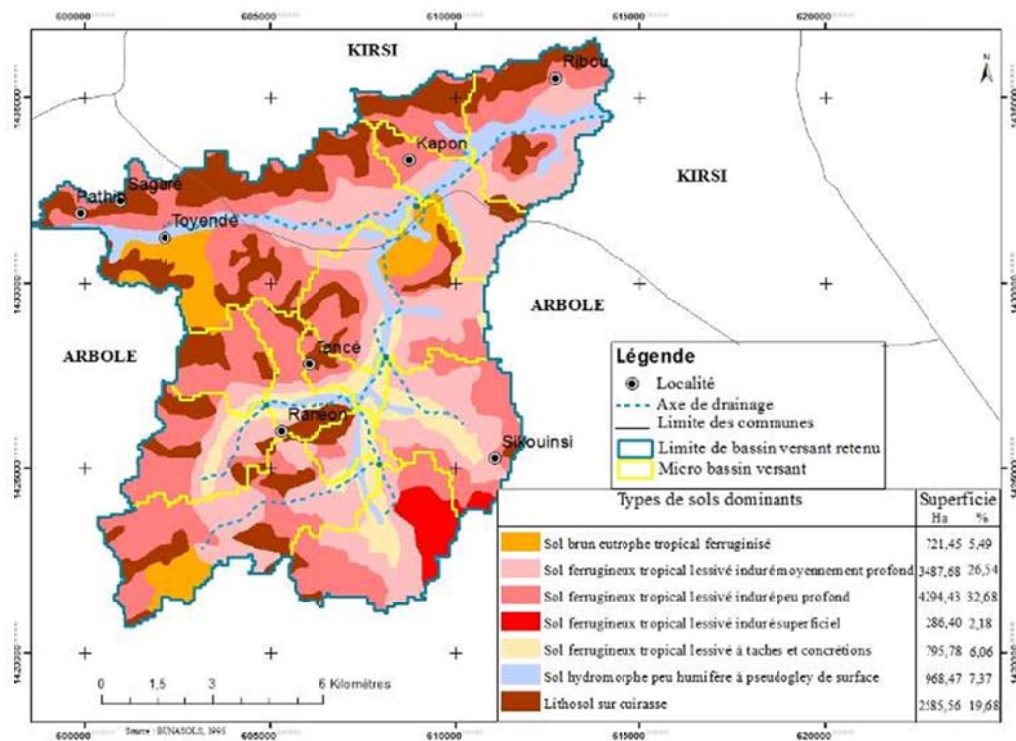
Micro-catchment du sous bassin versant B08



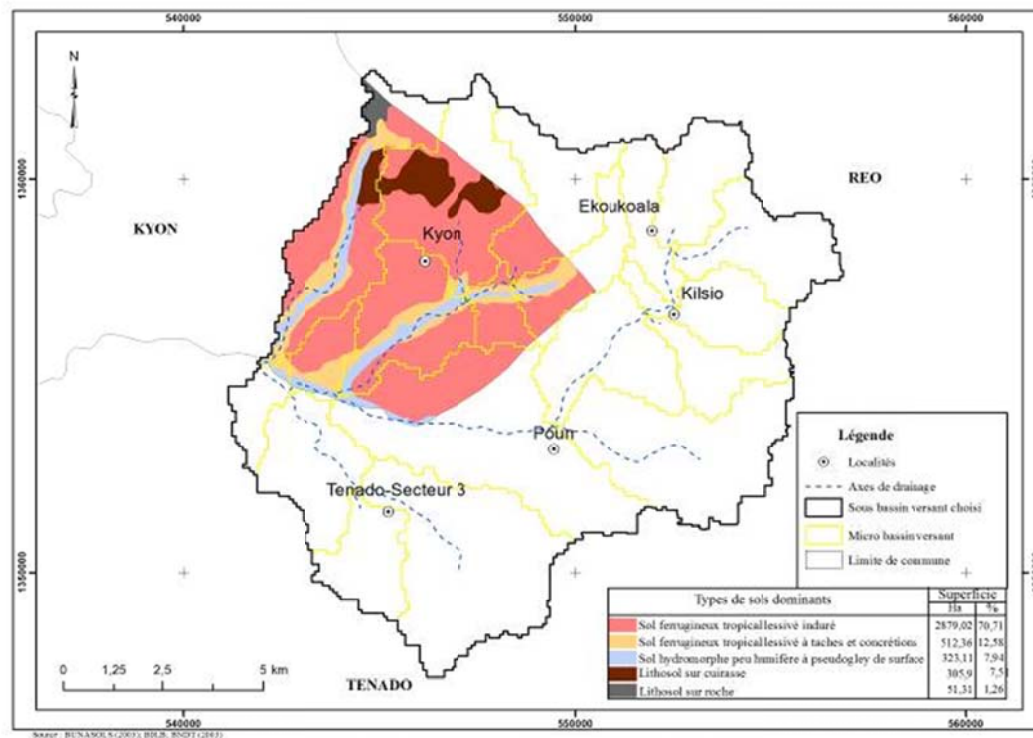
Micro-catchment du sous bassin versant B08



Micro-catchment du sous bassin versant B13



Micro-catchment du sous bassin versant B13



Micro-catchment du sous bassin versant B27

6. Mali Programme Implementation Plan (PIP)

6.1 DRYDEV Mali Team

6.1.1 Partnership Arrangement

Country Team

A Country Team was established during DRYDEV's Inception Year. It is made up of representatives from (a) Sahel Eco, as the National Lead Organization (NLO); (b) the Malian Association for Public Education and Protection of the Environment (AMEPPE); (c) OXFAM America; and (d) the Malian Association for Awareness Raising and Sustainable Development (AMEDD). ICRAF is additionally a member of the country team. Key collaborating government agencies also include the Agency for the Environment and Sustainable Development (AEDD); the National Directorate of Water and Forests (DNEF); the National Directorate of Agriculture (DNA); and the Institute of Rural Economy (IER).

The specific roles of the NLO and each implementing partner are as follows:

Sahel Eco:

Sahel Eco has been operating in Mali since 2004. It emerged from the transformation of the SOS Sahel UK Programme whose intervention in Mali dates back to 1989. It has expertise in sustainable management of natural resources and diversification of rural economic development; strengthening of community based farmer organizations; water sanitation and hygiene (WASH); and climate change adaptation. As Mali's NLO, Sahel Eco will be overall responsible for DRYDEV's successful implementation in Mali and will sub-grant to the other participating implementing partners (IPs). It will also lead the implementation of work packages (WPs) 1-3 in five targeted sub-catchments (Bara Sara, Ségué, Kani-Bonzon, Soroly and Diallassagou) in the districts of Bankass and Bandiagara in the region of Mopti. It will furthermore spearhead the implementation of WPs 7-8 in all the three regions DRYDEV is being implemented (Sikasso, Segou, and Mopti), as well as at the national level.

Malian Association for Awareness Raising and Sustainable Development (AMEDD):

AMEDD was established in 1998 and operates in Koutiala in the region of Sikasso. Its core areas of expertise include natural resource management (NRM); value chain development; rural land tenure; food security and nutrition; agroforestry; and capacity development. AMEDD will lead the implementation of WPs 1-3 and WP 6 in five targeted subcatchments (Sorobasso, Zanfigué, Kiffosso, Menamba and Koumbia) in the districts of Yorosso and Koutiala in the region of Sikasso.

Malian Association for Public Education and Protection of the Environment (AMEPPE):

Established in 1989, AMEPPE has expertise in food and nutritional security; water sanitation and hygiene (WASH); and environmental and water resource management. AMEPPE will lead the implementation of WPs 1-3 and WP 6 in five targeted sub-catchments (Mafouné, Mandiakuy, Tominian, Cinzana and Kamiandougou) in the districts of Tominian and Segou in the region of Segou.

Oxfam America:

Oxfam America is an international non-governmental organization (NGO) that is a member of the larger Oxfam network. It has been working in Mali since 1990, with expertise in livelihoods (including market development and the establishment and strengthening of saving groups); good governance; and

lobbying and advocacy. Oxfam's work will cut across all the 15 targeted subcatchments in the three regions where it will assume responsibility for WP4 and WP5.

6.1.2 Programme Staffing by Organization

The following table presents the staff positions by partner organization to support DRYDEV's implementation in Mali during its full implementation phase. The core role of each position and the number of months allocated to the programme per year are also presented.

DRYDEV Mali Staff by Organization

Position	Core Role	months/year
SAHEL ECO (National Lead Organization)		
National Coordinator	Overall management of the DRYDEV programme	12
Project M&E Officer	Coordinate PMEL processes with implementing partners	12
Project M&E Assistant Officer	Assist M&E Officer in coordination of PMEL processes	12
Project Drivers	Transport facilitation at Secretariat and field levels	12
Executive Secretary Sahel Eco	Overall management & technical direction for Sahel Eco team	7
Financial Director Sahel Eco	Ensuring overall financial management and reporting for the DRYDEV programme	8
Assistant Accountant	Prepare budgets and reports the lead organization and assist the Financial Director	12
Support staff (Sahel HQ)	Provide administration, transportation, and security services	4
1 Field Officer	Overall coordination & technical direction for DRYDEV in the region of Sikasso	12
5 Field Facilitators (5 communes)	Facilitation of site level activity implementation of DRYDEV in the region of Sikasso	12
1 Field Accountant	Prepare of budgets/accounting of activity expenses in the region of Mopti	12
Field office administration support staff	Facilitation of field level activity implementation of DRYDEV in the region of Mopti	4
AMEPPE (Segou&Tominian)		
1 Field Officer	Overall coordination & technical direction for DRYDEV in the region of Sikasso	12
5 Field Facilitators (5 communes)	Facilitation of site level activity implementation of DRYDEV in the region of Sikasso	12
1 Field Accountant	Prepare budgets & accounting of activity expense in the region of Segou	12
Field office administration support staff	Facilitation of field level activity implementation of DRYDEV in the region of Segou	4
AMEDD (Koutiala & Yorossao)		
1 Field Officer	Overall coordination & technical direction for DRYDEV in the region of Sikasso	12
5 Field Facilitators (5 communes)	Facilitation of site level activity implementation of DRYDEV in the region of Sikasso	12
1 Field Accountant	Prepare of budgets and accounting of activity expense in the region of Sikasso	12
Field office administration support staff	Facilitation of field level activity implementation of DRYDEV in the region of Sikasso	4
OXFAM AMERICA (Crosscutting)		
Coordinator WP 4 & WP5	Management, partner coordination & M&E	6
Business & Market Dev. Advisor	Work with other field implementing partners to implement WP 4	12
Financial Services Advisor	Work with other field implementing partners to implement WP 5	12
Office administration support staff	Facilitation of field level implementation of WP 4 & WP5 in the 15 communes	4

6.1.3 Other Strategic Partners and Stakeholders and their Potential Roles in the Programme

Several other partners and key stakeholders will likely play a key role in the programme's delivery in specific thematic areas where they have comparative expertise. These are presented in the following table:

Other Strategic Partners and their Potential Roles in the Mali DRYDEV Programme

Other key partner/stakeholder	Potential Role
Government Ministries	<ul style="list-style-type: none"> Review and/or enactment of policies and legislation
Government technical services at the local level (DNA, DNEF, IER, AEDD, Mali Meteo)	<ul style="list-style-type: none"> Capacity building of farmers on extension systems Provision of relevant technical guidance Support in the production and provision of good quality seeds Provision of climate forecasts
Local government institutions	<ul style="list-style-type: none"> Endorsement of local convention for the management of sub-catchments Management of the water buffering and water harvesting infrastructure Project co-financing to support scaling up and sustainability Joint planning, implementation, supervision & monitoring
SNV World	<ul style="list-style-type: none"> Develop strategy for building commercialization of agriculture commodity in collaboration with local farmers
Orange Mali (mobile communication provider) and VU University Amsterdam from the Netherland	<ul style="list-style-type: none"> Use of TIC to provide market information to increase farmer participation to market Use of TIC to provide information and technical advises to farmers on integrated agriculture techniques-water and soil (senekala) and climate information
Services providers (consultants)	<ul style="list-style-type: none"> Feasibility studies, technical training, water infrastructures, etc.
Farmers organizations (CNOP and AOPP)	<ul style="list-style-type: none"> Engage advocacy initiatives on issues such as land tenure, inputs, interest rate and repayment arrangements, etc.
Microfinance Institutions (MFIs)	<ul style="list-style-type: none"> Provision of farmers with appropriate loan products at affordable interest rates and repayment arrangements Advising farmer organizations, women and youth groups on how to use loans to increase their asset base, diversify income by engaging in enterprise development
Project/programmes/other NGOs	<ul style="list-style-type: none"> Project co-financing to support scaling up and sustainability Sharing lessons learnt Joint lobbying and advocacy

6.2 Programme Operational Area

6.2.1 Overall Programme Area

In Mali, the programme is targeting 15 subcatchments in 15 communes in the following six districts: Yorosso and Koutiala in the region of Sikasso; Segou and Tominian in the region of Segou; and Bankass and Bandiagara in the region of Mopti. These were selected based on the following criteria: rainfall (between 400-800mm per annum); high population density; high proportion of the population reliant on food assistance; and existence of subcatchment units to amenable for DRYDEV's subcatchment restoration work. The Inception Year's quick-win activities took place in three of these communes.

6.2.2 Inception Year Sites and Areas Earmarked for Expansion

The following table presents both the initial sites covered during the Inception Year and those targeted for expansion, as well as the country implementing organizations responsible for directly supporting activity implementation in each.

Inception Year Sites and New Sites Targeted for the DRYDEV Mali Programme

Region	District	Specific Areas (Commune)	Partner(s) implementing*
Initial Inception Year Sites			
Sikasso	Yorosso	Commune of Kifosso 1	3, 4
Segou	Segou	Commune of Cinzana	2, 4
Mopti	Bankass	Commune of Kani-Bonzon	1, 4
New Areas Targeted for Expansion			
Sikasso	Yorosso	Commune of Menamba1	3, 4
		Commune of Koumbia	3, 4
	Koutiala	Commune of Sorobasso	3, 4
		Commune of Zanfigue	3, 4
Segou	Segou	Commune of Kamiandougou	2, 4
	Tominian	Commune of Tominian	2, 4
		Commune of Mandiakuy	2, 4
		Commune of Mafoune	2, 4
Mopti	Bankass	Commune of Segue	1, 4
		Commune of Diallassagou	1, 4
	Bandiagara	Commune of Soroly	1, 4
		Commune of Bara-Sara	1, 4

*1=Sahel Eco; 2= AMEPPE; 3= AMEDD, 4= OXFAM America

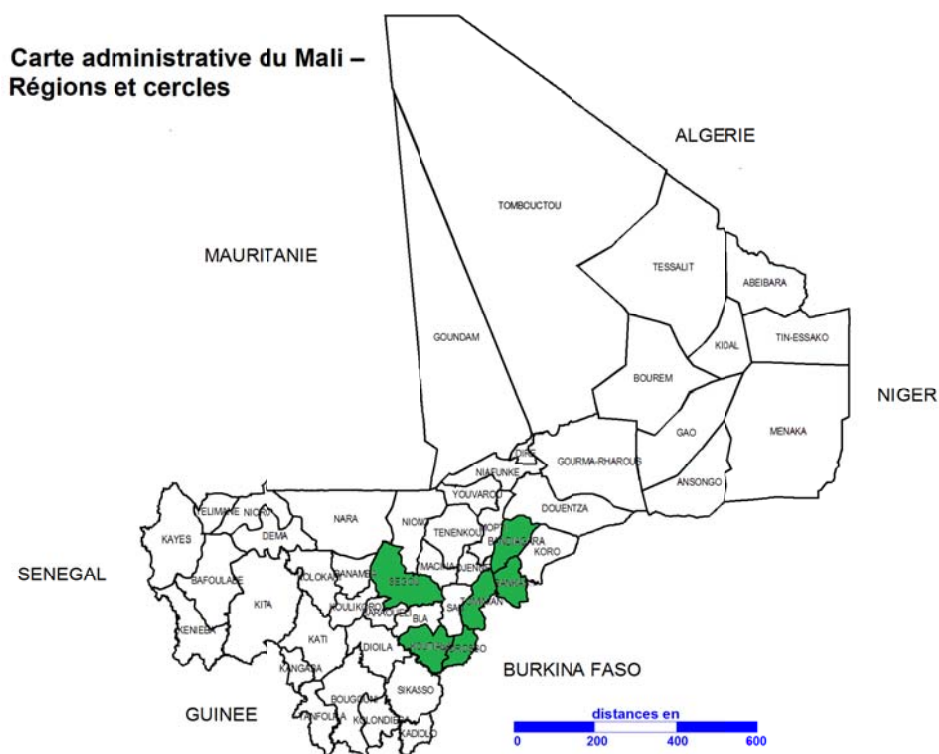


Figure 1: Mali DRYDEV Programme Sites

6.2.3 Impact Study Area

The biophysical characterization study delineated the different subcatchments in the targeted intervention communes. Based on the subcatchment selection criteria set by ICRAF and the priorities agreed with community stakeholders during the planning process, 15 subcatchments have been selected in the 15 targeted communes for the DRYDEV full implementation phase in Mali. A number of subcatchments within the 15 communes will not be targeted, so they can be used for comparison purposes. Prior to DRYDEV's baseline survey in Mali, Sahel Eco and the other implementing partners will be working with ICRAF technical staff to validate the comparison subcatchments that have been initially identified.

The following table lists DRYDEV's targeted subcatchments and the initial comparison subcatchment sites in Mali:

List of DRYDEV targeted Sub-catchments and Comparison Sub-catchment Sites in Mali

Region	District	Communes	Intervention Subcatchments	Potential comparison sites
Sikasso	Koutiala	Sorobasso	Sorobasso	Songo-Doukoro (Basso)
		Zanfigué	Zanfigué	Karangasso Deni
	Yorosso	Menamba1,	Menamba1	Sogoba
		Kifosso1	Kifosso 1	Lebosso
		Koumbia	Koumbia	Niasso
Ségou	Ségou	Cinzana	Koundia Garo	Sorobougou
		Kamiandougou	Nkaro et Nongo Were	Tlabougou
	Tominian	Tominian	Kondala	Monisso
		Mandiakuy	Mandiakuy	Dabira
		Mafouné	Mafouné (MOWE)	Bokuy Makoina
Mopti	Bandiagara	Soroly	Soroly	Kokolo
		Bara-Sara	Mandali	Ouo Guina
	Bankass	Kani-Bonzon	Gouri Sadia	Dogolen
		Ségué	Kogo Yolotchi	Digni
		Diallassagou	Begoué	Yalema

6.3 Linkages and Synergy with Government Policy and Donor and NGO Programmes

6.3.1 Relationship to Government Policy

The aim and objectives of the DRYDEV programme are consistent with the priorities set by the government of Mali in its agriculture policies and strategies. All the strategic frameworks for growth and poverty reduction developed in Mali over recent years and for the future (CSCR 2012-2017) have prioritized food security as a central issue to the promotion of sustainable development. One of the primary objectives of Mali's National Food Security Strategy, developed in July 2002, is the promotion of a productive, diversified, and regionally integrated agriculture sector. Examples of relevant policies and projects include (i) The Agriculture Orientation Law (LOA); (ii) the Agricultural Development Policy (PDA) adopted in August 2013; (iii) the Strategic Investment Framework for Sustainable Land Management in

Mali (CSI- GT); (iv) the National Environmental Protection Policy; (v) the National Climate Change Policy; and (vi) the Malian Climate Fund. The DRYDEV programme in Mali will work closely with the government's relevant technical agencies to ensure synergy and complementarity with its initiatives, as well as to promote its sustainability.

6.3.1 Relationship with Other MoFA-Funded Initiatives in Mali and Region

The Netherlands is actively supporting a number of complementary initiatives in Mali. Key examples include the following:

- The Management of the Niger Inner Delta to Enhance Water and Food Security and Resilience programme (2013 to 2019) covers the districts of Djenné, Mopti, Tenenkou, and Bankass in the region of Mopti and is being implemented by CARE Mali.
- Contribution to the Stability and Food Security Fund. Implemented between 2013 and 2014, this fund provides subsidies for agricultural inputs through the Ministry for Rural Development.
- *Formation Insertion dans le Bassin du Niger* (FIBANI) aims at improving the income of agriculture producers through the development of appropriate training modules and establishment of rural agriculture training centres. This programme is implemented by Swiss Contact over the period 2012 to 2015 in the region of Koulikoro and Segou.
- Water Resources Management in the region of Gao. This project is being implemented (2012-2015) by the NGOs Enda Mali and ACA with the aim of supporting economy recovery and lower the impacts of the successive crisis which occurred recently in Mali.
- Integrated Water Resources Management (GIRENS) (2014-2019) is being implemented in the upper basin of the Niger River, by the Ministry of Environment, Sanitation and Sustainable Development in partnership with the NGO Wetlands International. The main objective is to improve food security through hydro-agricultural and energy infrastructure and the management of trans-boundary water resources.
- Building Resilience to Climate and Social Crisis (2012-2017) is being implemented by Near East Foundation (NEF) in the districts of Djenné, Mopti, Bankass and Bandiagara. The programme aims to increase food security and resilience to climate and social crisis.

The DRYDEV implementing partners will seek collaboration and synergy with these initiatives in their respective geographic areas of operation. The training modules and the establishment of rural agricultural training centres by the FIBANI project are of particular interest to the DRYDEV Mali programme.

6.3.1 Linkages with Other Major Relevant Donor and/or NGO Initiatives in Mali in General and Targeted Areas in Particular

There are several other donor agencies that actively support Mali's agricultural sector:

- The World Bank focuses on (i) increasing the competitiveness of value chains; (ii) strengthening the institutional framework of producers; (iii) strengthening agricultural cooperatives; and (iv) improving the business environment.

- The European Union, the French Development Agency, the German Cooperation, Belgian Technical Cooperation, the Danish Development Agency, and Lux Dev support (i) irrigation infrastructure development; (ii) equipment of farmers and storage infrastructure for agriculture products; and (iii) improving agricultural research and technology.
- The United States Agency for International Development (USAID); the Millennium Challenge Account (MCA/MCC); the Department for Foreign Affairs, Trade, and Development (DFATD); the International Finance Development Cooperation (IFDC); and the Integrated Initiatives for Economic Growth in Mali (IICEM) support (i) irrigation and infrastructure development; (ii) technical assistance and equipment of small producers; and (iii) access to markets for producers.
- The United Nations Development Programme (UNDP), the World Food Programme (WFP), the United National Industrial Development Organization (UNIDO), the International Labour Organization (ILO), the African Development Bank (AfDB) are intervening in the areas of (i) strengthening institutions that support cooperatives in the agricultural sector and (ii) financing the agriculture sector.

The DRYDEV programme in Mali will seek to link to and leverage from these initiatives to promote greater impact and sustainability.

6.4 Programme Activities and Output Targets

6.4.1 Key Activities by Work Package

Work Package 1: Sub-catchment Level natural resource management (NRM)

The main intervention under this WP will be to mobilize and support farmers and other local stakeholders within the targeted subcatchments to develop and implement subcatchment action plans (SCAPs). This process will involve (i) participatory consultations with farmers and other stakeholders to develop the SCAPs through DRYDEV's options-by-context (OXC) approach; (ii) the establishment and strengthening of subcatchment management committees; (iii) capacity building of local institutions in sub-catchment management; (iv) facilitation of participatory process to develop local by-laws for the management of subcatchments; (v) the development and maintenance of water buffering and water harvesting infrastructure using the 3R approach (recharge, retention and reuse); (vi) the rehabilitation and restoration of degraded land through afforestation and FMNR; and (vii) the development and implementation of Forest and Pastoral Resources Management Plans (FPRMPs) for the targeted subcatchments.

Work Package 2: On-farm Soil and Water Management

Under this work package four activity areas have been identified: (i) on-farm rainwater harvesting promotion; (ii) on-farm agroforestry promotion; (iii) soil conservation and fertility enhancement; and (iv) small-scale irrigation promotion. The following steps will be followed to implement activities under each of these areas in the targeted subcatchments: (i) identification of existing and mobilization of new farmer groups; (ii) facilitation of the OxC approach to work with farmers to select the most contextually appropriate water harvesting, agroforestry, soil conservation and fertility, and small-irrigation techniques; and (iii) design and implementation of tailored strategies to promote the adoption of these techniques, including the provision of theoretical and practical training to farmers, organizing farmer-to-farmer exchange visits, establishing demonstration farms, and organizing farmer competitions.

Work Package 3: Agriculture Commodity Production

This WP complements WP2. It will support producers and their organizations within the targeted subcatchments to demonstrate and apply appropriate integrated climate smart agricultural and pastoral practices to enhance commodity production for both food security and for income generation. WP 3 comprises three activity areas: (i) selection and demonstration of integrated climate smart agroforestry and pastoral practices; (ii) the promotion of farmer-led extension systems; and (iii) the establishment of sustainable input, seed & seedling supply systems (e.g. seeds multipliers and veterinary services).

Work Package 4: Enhancing Market Access

The characterization studies revealed that moving farmers beyond subsistence production will require concerted efforts to enhance their access to and participation in lucrative markets. To this end, five activity areas will be implemented under this WP. These will involve: (i) facilitating the organization and structuring of producers along different segments of targeted value chains; (ii) providing business and entrepreneurial skills development training for producers groups; (iii) business plan development for selected value chains; (iv) networking, alliance, and collaboration of producers groups with business development services, suppliers of agro-processing technologies suppliers (to facilitate win-win business partnerships); and (v) establishing and strengthening market information systems.

Work Package 5: Financial Services Linking

Key constraints impeding value chain development among farmers residing in the targeted subcatchments were identified by the characterization studies. The main ones include: (i) limited capacity of farmers in business and financial management; (ii) limited knowledge of the procedures and conditions for obtaining credit; and (iii) high interest rates among microcredit institutions. In order to overcome these challenges, two main activity areas have been defined for this work package: (i) strengthening existing and mobilizing new village savings and credit associations; and (ii) linking value chains actors with financial service providers offering suitable financial instruments, i.e. affordable interest rates and favorable repayment arrangements.

Work Package 6: Local Governance and Institutional Development

One of DRYDEV's scaling principles is sustainability, and strengthening the capacity of local government and other institutions is essential to ensure that this principle is adhered to. To this end, three activity areas fall under this WP: (i) capacity strengthening of farmer organizations; (ii) capacity strengthening of local government institutions; and (iii) facilitation of multi-stakeholder platforms to address key issues affecting the realization of DRYDEV's intended outcomes and impacts, such as those relating to land tenure, market access, NRM, water, input supply, and gender.

Work Package 7: Planning, M&E, and Scaling of Learning

A primary focus of the work carried out under this work package is to operationalize both the OxC approach and DRYDEV's Planning, Monitoring, Evaluation, and Learning (PMEL) framework, as outlined in the Inception Report. As such, further participatory work with farmers will take place to ensure that the programme's interventions are contextually appropriate. This will be complemented with various action learning activities to support these farmers identify appropriate solutions to locally rooted challenges. Intensive tracking of the numbers and types of farmers being supported under the programme will also be undertaken, as well as the extent of adoption of the promoted options (technologies and practices). ICRAF and Sahel Eco will further partake in joint quarterly quality monitoring visits to purposively selected sites, the findings of which will then inform review forums with all country partner organizations. Annual reflection and planning meetings will serve a similar purpose

but will involve more intensive reflection on the data being generated through the above initiatives, as well as the findings of the DRYDEV Support Group’s annual field review visits. Finally, the programme will carry out a rigorous impact evaluation, and strategic efforts will be undertaken to ensure that the resulting evidence—as well as that emanating from the site-level action learning initiatives—informs wider policy, practice, and investment decisions.

Work Package 8: Policy analysis & influencing

The policy analysis undertaken during the Inception Year revealed that farmers are facing many challenges. These include: (i) declining and unpredictable rainfall patterns; (ii) limited access to desired seed; (iii) degradation of soil and other natural resources; (iv) limited access to fertilizer, finance, and agricultural machinery; and (v) unclear land tenure policies, resulting in land use conflict. Action will be undertaken under the DRYDEV Mali programme to bring about a more enabling environment to help farmers manage these constraints. The key activity areas under this WP relate to further verifying and understanding the key constraints and changes faced by farmers and relevant changes that are needed in the policy and wider institutional environment, coupled with developing and implementing relevant policy influencing initiatives to improve the situation.

Summary Table of Key Activity Areas and Output Targets by Work Package

Activity Area	Primary Output Target	Beneficiary Target	
		Total	Female
Work Package 1: Sub catchment-level Natural Resource Management			
1.1 Subcatchment action plan development	15 subcatchment management plans developed	56 235	28 680
1.2 Local capacity strengthening in subcatchment mgt.	Local institutions in 15 sub catchments strengthened	56 235	28 680
1.3 Development/maintenance of water buffering	15 new water buffering structures in 50 villages	15 000	7 500
1.4 Subcatchment-level Afforestation and FMNR	15 000 ha of degraded forest rehabilitated	30 000	15 000
1.5 Development of forest & pastoral management plans	300 km of pastoral corridors delineated	5 000	1 000
Work Package 2: On-farm Water & Soil Management			
2.1 On-farm rain water harvesting promotion	10 000 ha by 15 000 farmers with RWH techniques	15 000	2 500
2.2 On-farm agroforestry promotion	FMR practiced on 10 000 ha of farmland	56 235	28 680
2.3 Soil conservation and fertility enhancement	10 000 ha of degraded land treated by 1 5000 farmers	15 000	2 500
2.4 Small-scale irrigation promotion	120 ha treated using new small-scale irrigation	3 000	2 500
Work Package 3: Agricultural Commodity Production			
3.1 Promotion of climate smart agricultural practices	30 000 farmers in 115 villages with new CCA practices	15 000	5 000
3.2 Promotion of farmer-led extension systems	1 500 volunteers	2 000	500
3.3 Improving input supply systems	6 rural resources centres managed by farmers	56 235	28 680
Work Package 4: Enhancing Market Access			
4.1 Organizational development for producers groups	60 Producers groups structured around 3 value chains	2 500	1 000
4.2 Business & entrepreneurial skills dev. for producers	1 500 producers trained and mentored	2 500	1 000
4.3 Business plans development for selected value chains	60 business plans developed	2 500	1 000
4.4 Strengthen multi-stakeholder value chain platforms	120 multi-stakeholder meetings organized	2 500	1 000
4.5 Establish and strengthen market information system	111 883 farmers with enhanced market information	56 235	28 680
Work Package 5: Financial Services Linking			
5.1 Strengthen village savings and credit associations	300 SFC groups established and strengthen	7 500	7 000
5.2 Linkages with financial service providers	15 agreements signed with financial institutions	56 235	28 680
Work Package 6: Local Governance & Institutional Strengthening			
6.1 Farmer organization strengthening	115 farmer organizations mobilized and strengthened	56 235	28 680
6.2 Capacity development for local government institutions	Institutions in targeted areas provide better services	56 235	28 680
6.3 Multi-stakeholder, Multi-issue Platforms	690 multi-stakeholder, multi-issue meetings organized	56 235	28 680
Work Package 7: Planning, M&E, and Scaling of Learning			
7.1 Programme Monitoring	15 sites every quarter		
7.2 Participatory M&E with FOs & local stakeholders	All sites covered 2 times per year (review meetings)		
7.3 Scaling of evidence and learning (ICRAF to co-lead)	At least 10 scaling stakeholders engaged & reached		
Work Package 8: Policy Analysis and Influencing			
8.1 Policy constraints and challenges identification	6 policy briefs		
8.2 Networking and alliance building	Alliances formed with 10 organizations		
8.3 Lobbying and advocacy	6 campaigns for advocacy for policy reforms		
Net total of farmers targeted for direct support		56 235	28 680

6.5 Indicative Work Plan

Activity Area	2015				2016				2017				2018				Who leads*	Who supports*
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Work Package 1: Subcatchment-level natural resource management																		
1.1 Subcatchment action plan development																	1, 2,3	5, 6,10
1.2 Local capacity strengthening in subcatchment mgt.																	1, 2, 3	5, 6, 10
1.3 Development/maintenance of water buffering																	1, 2, 3	5, 6, 10
1.4 Subcatchment-level Afforestation and FMNR																	1, 2, 3	5, 6, 10
1.5 Development of forest & pastoral management plans																	1, 2, 3	5, 6, 10
Work Package 2: On-farm Water & Soil Management																		
2.1 On-farm rain water harvesting promotion																	1, 2,3	5, 6, 10
2.2 On-farm agroforestry promotion																	1, 2, 3	5, 6,10
2.3 Soil conservation and fertility enhancement																	1, 2,3	5, 6,10
2.4 Small-scale irrigation promotion																	1, 2, 3	5, 6,10
Work Package 3: Agricultural Commodity Production																		
3.1 Promotion of climate smart agricultural practices																	1, 2,3	5, 6,10
3.2 Promotion of farmer-led extension systems																	1, 2, 3	5, 6,10
3.3 Improving input supply systems																	1, 2, 3	5, 6,10
Work Package 4: Enhancing Market Access																		
4.1 Organizational development for producers groups																	4	1,2,3,5,6,10
4.2 Business & entrepreneurial skills dev. for producers																	4	1,2,3,5,6,10
4.3 Business plans development for selected value chains																	4	1,2,3,5,6,10
4.4 Strengthen multi-stakeholder value chain platforms																	4	1,2,3,5,6,8,9,10
4.5 Establish and strengthen market information system																	4	1,2,3,5,6,7
Work Package 5: Financial Services Linking																		
5.1 Strengthen village savings and credit associations																	4	1,2,3,5,6,10
5.2 Linkages with financial service providers																	4	1,2,3,5,6,10
Work Package 6: Local Governance & Institutional Strengthening																		
6.1 Farmer organization strengthening																	1, 2,3	8,9,10
6.2 Capacity development for local government institutions																	1, 2,3	10
6.3 Multi-stakeholder, Multi-issue Platforms																	1, 2,3	8,9,10
Work Package 7: Planning, M&E, and Scaling of Learning																		
7.1 Programme Monitoring																	1,5	2,3,4,6
7.2 Participatory M&E with FOs & local stakeholders																	1,5	2,3,4,6
7.3 Scaling of evidence and learning (ICRAF to co-lead)																	1,5	2,3,4,6,8,9
Work Package 8: Policy Analysis and Influencing																		
8.1 Policy constraints and challenges identification																	1,5	2,3,4,6,7,8,9,10
8.2 Networking and alliance building																	1,5	2,3,4,6,7,8,9,10
8.3 Lobbying and advocacy																	1	2-10

*1=Sahel Eco; 2= AMEPPE; 3= AMEDD, 4= OXFAM America; 5=ICRAF; 6= Services techniques; 7=VUA; 8=CNOP, 9=AOPP, 10=others

6.6 Scaling Principle Matrix

As described in Section 1, DRYDEV's Inception Report presents seven scaling principles. It further states that interventions and options that will be scaled up and out in the full implementation phase of the programme must adhere to these. Indeed, the activity areas suggested in this implementation plan have been informed with the scaling principles in mind. However, there are real threats that could undermine the programme's adherence to these principles. The following table describes such threats relevant to the Malian context, as well as corresponding mitigation measures the country team will pursue to avert these.

Scaling Principle	Potential Threats	Mitigation Measures
1. Co-learning	<ul style="list-style-type: none"> Inadequacy between farmer's learning needs and the sociocultural and climatic conditions of the zone Loss of learning due to staff turnover 	<ul style="list-style-type: none"> Focus the learning need on the social and climatic context of the zone Engage communities in the selection of options for each context and document the process Sign contracts with staff for the programme duration
2. Contextual appropriateness	<ul style="list-style-type: none"> Even though land is available upon request for exploitation, the ownership belongs to head of the family. There is no long term guarantee and the land owner can take back his land once it becomes productive without any compensation of the efforts and investments made. This is sometimes subject to conflicts. In this context individual farmer in the family might not be too motivated to embark in labour intensive efforts to apply the techniques promote by DRYDEV to improve water and soil management. Low profit margins, difficulty in finding markets, transport, for value chain products 	<ul style="list-style-type: none"> Work with opinion leaders/makers from traditional structures, CBOs, youth groups, women groups in target subcatchment to develop awareness-raising and sensitization campaigns in the main local languages on natural resources management including land tenure Develop appropriate market information system
3. Cost-effectiveness & scalability	<ul style="list-style-type: none"> Costs of some water buffering infrastructure investments may be high, beyond community reach 	<ul style="list-style-type: none"> Provide investment support with the contribution of the communities either in cash or through supply of local materials or physical labour,
4. Inclusiveness (including gender)	<ul style="list-style-type: none"> In many communities in Mali, women and young peoples do not own land. This may limit the number of women and youths participating to the programme 	<ul style="list-style-type: none"> Sensitise land owner for granting land to vulnerable groups
5. Environmentally and socially benign	<ul style="list-style-type: none"> Some water buffering infrastructure and agricultural practices may have adverse social and environmental impacts 	<ul style="list-style-type: none"> Apply Environmental & Social Impact Assessment checklists and undertake relevant mitigation measures
6. Climate smart	<ul style="list-style-type: none"> Unpredictable and more intense climate change hazards which jeopardise all efforts made by farmers 	<ul style="list-style-type: none"> Use of meteorological information and accompanying advice on seeds, crops types and timing of farming activities
7. Sustainability	<ul style="list-style-type: none"> Many programme activities may discontinue following programme closure due to absence of sustainability supports. 	<ul style="list-style-type: none"> Support farmer led-extension system and work closely with state technical services at the local level.

6.7 Mali DRYDEV Exit Strategy

The DRYDEV programme exit strategy in Mali is built in the activities implementation strategy as follows:

- The participatory and multi-stakeholder process** used during the inception phase to define the programme activities is much appreciated by the targeted farmers and the local authorities. This has created enthusiasm and will be strengthened and used as an entry point for the the options by context approach during the full implementation phase. This will

facilitate ownership and the mobilization of the beneficiaries as activities that will be implemented respond to real needs identified by the communities. This is key to building ownership and commitment to ensuring DRYDEV's results will be sustained.

- **The integrated nature of the activities** that will be implemented will facilitate self-reinforcement of the different outputs therefore resulting in higher programme impact.
- **The inclusive nature of the programme** is also meant to ensure the participation of women and other vulnerable groups to sustain improvements in food and water security, livelihoods, and resilience.
- **Capacity building, communication for awareness raising and equipment of farmers** will be another key strategy which will ensure lasting and up scaled impact of DRYDEV intervention. In fact when farmers are capacitated with good practical knowledge (field visits, farmer-led extension centres), they are capable to adopt themselves best agriculture practices.
- **Lobbying and advocacy** will be a cross-cutting strategy for creating a favourable policy environment for small farmers.
- **Finally synergy and complementarity** with others initiative and particularly with the technical services of the government will be promoted to ensure that farmer are benefiting established extension systems. The farmer-led extension systems that will be developed during the project will also contribute to sustainability of the programme.

6.8 Programme Policy on Input Supplies and Subsidies

Inputs to support Water harvesting investments and Agroforestry initiatives

The programme will endeavor to upscale simple rainwater harvesting and small irrigation techniques that are not capital intensive. However, in cases where communities desire low cost water buffers, that require funds, the programme will provide support to the communities in question. However, the community will contribute at least 30% of the value of the construction works in question, either in cash or through provision of local materials or physical labor to the development of these structures.

In case where farmers will seek to enrich their farmer managed natural regeneration (FMNR) by planting of desirable trees, the planting material of which is not present in fields, the DRYDEV programme will support the development of private nursery businesses and sign agreement with them in which they agree to sell trees, seeds, etc. to farmers at a preferential prices.

Fertilizers

The programme will not directly subsidize fertilizer but will rather focus on supporting farmers in the production of organic fertilizer. The DRYDEV programme will also link farmers with agro-dealers to increase fertilizer supplies and with microfinance organizations to expand farm credit and negotiate repayment conditions.

Seeds

The programme will work with champion farmers and farmers group to promote farmer-led extension systems. Suitable crop types and varieties for each area will be identified with the assistance of local extension, seed breeders and other agriculture experts. The resource farmers shall be advised on the right materials and quantities to plant on the agreed acreage. The programme will provide foundation seed and trained champion farmer in good agronomic practices including seed selection, grading, packaging, and post-harvest handling. These seed multipliers will be linked to research and seeds

certification authorities for certification of their seeds. They will be required to pass-on significant quantities of the seed they multiple to other farmers. The seed breeders will also be linked to micro credit providers for set up financial capital to upscale seeds breeding. Seed breeders will participate to the 'farmer day' where farmers, seed breeders and other partners will showcase their seeds.

All farmers receiving material support through the programme will also be strongly encouraged to join existing or form new savings and lending groups

6.9 Overall Mali Programme Budget for Main Implementation Phase

The total budget associated with this implementation plan is **\$5,172,791**, with **\$1,543,746** to support management and operational costs and **\$3,629,045** to support the delivery of programme activities. A summary of this budget is presented below, with further details presented in an accompanying Excel workbook. More detailed budgets will be presented annually and accompany DRYDEV's annual Detailed Implementation Plans (DIPs).

The Drylands Development Programme (DRYDEV) MALI Implementation Budget 2015-18 (USD)

	2015	2016	2017	2018	TOTAL
1. Personnel					
1.1 SAHEL ECO	107,250	143,000	143,000	71,500	464,750
1.2 AMEDD	43,200	57,600	57,600	28,800	187,200
1.3 AMEPPE	43,200	57,600	57,600	28,800	187,200
1.4 OXFAM	15,300	20,400	20,400	10,200	66,300
Subtotal Personnel	\$208,950	\$278,600	\$278,600	\$139,300	\$905,450
2. Travel					
2.1 SAHEL ECO	17,688	45,300	33,475	18,492	114,955
2.2 AMEDD	5,400	9,660	9,696	4,848	29,604
2.3 AMEPPE	5,400	9,660	9,696	4,848	29,604
2.4 OXFAM	5,400	7,200	7,200	3,600	23,400
Subtotal Travel	\$33,888	\$71,820	\$60,067	\$31,788	\$197,563
3. Equipment					
3.1 SAHEL ECO	16,779	0	0	0	16,779
3.2 AMEDD	16,779	0	0	0	16,779
3.3 AMEPPE	16,779	0	0	0	16,779
3.4 OXFAM	11,695	0	0	0	11,695
Subtotal Equipment	\$62,032	\$0	\$0	\$0	\$62,032
4. Other Administration & Operational Expenses					
4.1 SAHEL ECO	55,362	76,888	76,953	58,075	267,278
4.2 AMEDD	8,314	11,085	11,085	5,543	36,027
4.3 AMEPPE	8,314	11,085	11,085	5,543	36,027
4.4 OXFAM	6,025	8,033	8,033	4,017	26,108
Subtotal Other Administration & Operational Expenses	\$78,015	\$107,092	\$107,157	\$73,177	\$365,441
Total for Project Management & Operational Costs	\$382,885	\$457,512	\$445,824	\$244,265	\$1,530,486
5. Programme Delivery					
WP1: Subcatchment-level natural resource management	\$309,213	\$287,149	\$315,000	\$60,000	\$971,362
WP2: On-farm water & soil management	\$218,643	\$210,000	\$270,000	\$120,000	\$818,643
WP3: Agricultural commodity production	\$159,915	\$150,000	\$150,000	\$15,000	\$474,915
WP4: Enhancing Market Access	\$177,034	\$200,000	\$70,000	\$20,000	\$467,034
WP5: Financial services linking	\$56,165	\$70,000	\$50,000	\$25,000	\$201,165
WP6: Local governance & institutional strengthening	\$122,034	\$135,000	\$60,000	\$15,000	\$332,034
WP7: Planning, M&E, and scaling of learning	\$43,814	\$80,000	\$80,000	\$70,000	\$273,814
WP8: Policy analysis & influencing	\$17,797	\$20,000	\$40,000	\$30,000	\$107,797
Total for Programme Delivery Costs	\$1,104,615	\$1,152,149	\$1,035,000	\$355,000	\$3,646,764
Grand Total	\$1,487,500	\$1,609,661	\$1,480,824	\$599,265	\$5,177,250

7. Niger Programme Implementation Plan (PIP)

7.1 DRYDEV Niger Country Team

7.1.1 Partnership Arrangement

CARE International in Niger (CARE Niger): *National Lead Organization*

CARE Niger assumes the role of the National Lead Organization (NLO) for the DRYDEV programme in Niger. It has operated in Niger for 40 years covering six regions (Diffa, Zinder, Maradi, Tahoua, Niamey, Tillabéri). CARE Niger has significant experience in community development, including in the areas of food security, climate change, nutrition, women's empowerment, Village Savings and Loan Associations (VSLAs), NRM, humanitarian-relief, advocacy, and civil society development. It also has significant experience in coordinating consortiums both nationally and regionally. Care Niger will play four key roles in the programme: (1) sub-granting to and coordinating the work of other DRYDEV Niger implementing partners; (2) partnership development and communication; (3) leading the implementation of DRYDEV's Planning, Monitoring, Evaluation, and Learning (PMEL) Framework, with support from ICRAF; and (4) supporting implementing partners carry out interventions under Work Packages (WPs) 1 to 6.

KARKARA: *Lead Implementer in Droum municipality*

KARKARA is a national NGO and was established in 1992. It has extensive experience in sustainable agriculture, food security, Integrated Water Resources Management (IWRM), NRM, local development and decentralization, income generation, market analysis, development approach for non-timber forest products, and humanitarian interventions and advocacy. Under DRYDEV, KARKARA will act as the lead implementer in Droum municipality and will avail the Niger consortium its technical expertise in WPs 1, 4, 5, and 8.

Association for Livestock Revitalization in Niger (AREN) *Lead Implementer in Aguié municipality*

AREN works on animal husbandry, pastoralist issues, and advocacy platforms. The organization has expertise in land tenure, NRM, livestock, and advocacy. AREN will act as the lead implementer in Aguié municipality and offer the country team its technical expertise in WP 1 on the restoration of degraded areas (especially grazing areas) and WP 3.

The Local Initiatives Support Network (RAIL): *Lead Implementer in Malbaza municipality*

RAIL has works in Malbaza municipality. It has substantive expertise in programme management and capacity building of local actors, decentralized cooperation, sanitation and waste management, NRM, soil and water conservation/land restoration, soil fertilization, GIS, co-management of shared resources, and local economic development. In addition to being the lead implementer in Malbaza municipality, it will contribute methodological expertise in NRM and agricultural commodity production interventions in Work Packages 1, 2 and 3.

Regional Centre of Special Teaching in Agriculture (CRESA): *Lead Implementer in Dogonkiria municipality*

Established in 1991, CRESA provides training and conducts research on 'Environmental Protection and Improvement of Sahelian production systems'. It works with researchers, students, and specialised experts in a variety of fields, including NRM, IWRM, soil science, and agronomy. It has substantive expertise in FMNR, characterization and development of local innovations, Farmer Led

Documentation, and agro-processing. CRESA will act as the lead implementer in Dogonkiria municipality and contribute its methodological expertise in WPs 1, 2, 3 and 4.

WORLD VISION Niger: *Lead Implementer in Torodi municipality*

World Vision is an international NGO that has substantive expertise in the areas of VSLA, humanitarian relief, soil and water management, market gardening, seed production, and village water works. It will contribute its methodological expertise in WPs 1, 2, 3, and 5 (especially for NRM and agricultural commodity production interventions), as well as serve as the lead implementer in Torodi municipality.

OXFAM

OXFAM is an international NGO that works with federations of farmer-producer organizations, value chain actors, and advocacy platforms. The organization has experience in developing and implementing inclusive platforms on horticulture and livestock (e.g. garden legume and milk production), value chains, communications, and advocacy. Under DRYDEV, OXFAM will support the participating farmers in developing profitable value chains, Innovation Platforms, and increasing their access to financial services (WPs 4, 5 and 6) across all the geographic areas covered by the programme. OXFAM will also contribute to policy influencing activities spearheaded under WP 8.

7.1.2 Programme Staffing by Organization

The following table presents staffing arrangements by partner organization to support DRYDEV's implementation in Niger during the full implementation phase, as well as the core role of each position and the number of months allocated to the programme per year. More detailed ToRs for each of these positions is presented in Annex A.

Position	Core Role	Months/Year
CARE Niger		
Project Coordinator	Overall programme management and leadership for Country team	12
Deputy Project Coordinator	Assists Project coordinator, M&E, and communication support	12
Project M&E Specialist	Coordinates and technically supports PMEL activities	12
Project Accountant	Provides accounting, budgeting and administrative support	12
Project Driver	Provides transportation and ensures vehicle maintenance	12
Assistant Country Director	Provides oversight of programme and staff	0.6
Impact Technical Manager	Supports impact measurement and learning	0.6
Country Director	Ensures overall conformity with CARE's strategic vision and objectives	0.6
Finance Controller	Ensures overall financial stewardship for programme funds	0.6
Administrative/HR Manager	Manages programme staff employment recruitment and performance	0.6
Security manager	Informs and advises programme staff of security concerns and threat	0.6
KARKARA		
Focal Point	Overall programme mgt., co-leads on Work Packages 1, 2 and 4	7.2
Municipality Facilitator (MF)	Implements and reports activities relevant to municipality	12
Regional Coordinator	Financial management of field activities and guidance	3
Finance Officer/DAF	Ensures quality control of budgets and financial reports	1.2
Executive Secretary	Ensures quality of field achievements and contributes to partnership	1.2
Director of Technical Oper.	Supports planning, quality assurance, and reporting	1.2

Position	Core Role	Months/Year
AREN		
Focal point	Overall programme management, co-leads field work for WP 1	12
Municipality facilitator (MF)	Implements and reports activities relevant to municipality	12
Accountant	Ensures financial budgets, accounting & reporting	2.4
Executive Secretary	Ensures quality of field achievements and contributes to partnership	1.2
Programme Manager	Supports planning, quality assurance, and reporting	1.2
RAIL		
Focal Point	Overall programme management, co-leads field work for WP 1-3	12
Municipality Facilitator	Implements and reports activities relevant to municipality	12
Programme manager	Supports planning, quality assurance, and reporting	2.4
Accountant	Ensures financial budgeting, accounting & reporting	2.4
Driver	Provides transportation and ensures vehicle maintenance	3.6
CRESA		
Focal point	Overall programme management & contributes to WPs 1-4 and 6	3
Municipality facilitator (MF)	Implements and reports activities relevant to municipality	9
Accountant	Ensures financial budgeting, accounting & reporting	2.4
Secretary	Provides administrative and secretarial support	3
Driver	Provides transportation and ensures vehicle maintenance	3.6
WORLD VISION Niger (WV)		
Focal point	Overall programme management, contributes expertise for WPs 3-5	3.6
Municipality facilitator (MF)	Implements and reports activities relevant to municipality,	12
Team leader	Supervises the facilitator & oversees programme field expenditures	3.6
Accountant	Ensures financial budgeting, accounting & reporting	2.4
OXFAM Niger		
Focal Point	Ensures quality on and supports WPs 4-6 and 8	6
Programme Manager	Oversees and supports the Focal Point	2.4
Accountant	Manages funds , budgets, accounting & reporting	2.4

7.1.3 Other Strategic Partners and Stakeholders and their Potential Roles in the Programme

Several other partners and key stakeholders will likely play a key role in the programme's delivery. These are presented in the following table:

Strategic Partner	Potential Role
Innovation Platforms (inclusive strategic institutional frameworks for cooperation, capacity building, planning, and monitoring and evaluation of actions and thematic objectives identified by communities at municipal level)	<ul style="list-style-type: none"> • A space for dialogue and strategic thinking to achieve a common understanding of the issues at inter community and municipal levels • Support for consultation and training for local populations by promoting local expertise (co-learning) • A framework for dissemination and promotion of innovations and technology • Representation of Platforms' interests and needs at local, regional and national levels for advocacy issues
Municipal governments	<ul style="list-style-type: none"> • Contribute to meetings and strategic thinking • Facilitate the provision of technical services agents • Ensure synergy between partners through the local development planning and consultation framework

Strategic Partner	Potential Role
The Regional Seed Service	<ul style="list-style-type: none"> • Provision of relevant technical guidance • Support in the production and provision of good quality seeds • Training seed multipliers on seed norms and standards of production • Certify community based seed multipliers
Microfinance Institutions (MFIs)	<ul style="list-style-type: none"> • Provision of farmers with appropriate loan products at affordable interest rates and repayment arrangements • Encourage and support farmer organizations, women and youth groups to use loans to increase their asset base, diversify income by engaging in enterprise development • Provision of business development advisory services
Haut-Commissariat for the 3N Initiative	<ul style="list-style-type: none"> • FISAN Funds mobilization for sustainable funding of land restoration and development and service provision at municipal level, in line with needs of Innovation Platforms • Strategic collaboration and exchange on shared issues
INRAN, especially with Norwegian gov't support	<ul style="list-style-type: none"> • Develop research-action initiatives to test and/or improve relevant innovations
GEF/UNEP programme "Building the foundation for forest landscape restoration at scale"	<ul style="list-style-type: none"> • Support to promote FMNR champions and women's role, secure land and tree rights on farm fields and village lands • Develop strategies for sustainable funding sources to scale-up forest landscape restoration including on farm fields • Communicate results and technical outreach • Verification and reporting on forest landscape restoration e.g. for REDD
Others strategic partners : technical ministries, WFP, PASADEM	<ul style="list-style-type: none"> • Research operational complementarity to optimise our effectiveness, especially for Work Package 1

7.2 Programme Operational Area

7.2.1 Overall Programme Area

Based on the criteria⁸ proposed by ICRAF, 12 catchments (with 22 subcatchments) and 11 impact assessment subcatchments were identified within and nearby the five targeted municipalities. Many of these sites benefited from the Inception Year's quick win activities, which included the setting up of Innovation Platforms. These areas offer high potential for the implementation of inter-community activities by virtue of their intrinsic social cohesion and will be amenable for implementing the OxC approach.

7.2.2 Inception Year Sites and Areas Earmarked for Expansion

The following table presents both the initial sites covered during the Inception Year and those targeted for expansion, as well as the country implementing organizations responsible for directly supporting

⁸ Similar slope, within or outside the subcatchment (catchment delineation 1000 km², subcatchment 50 km²-200km², management sites 2ha-20ha, similar soils, similar annual rainfall (400mm-800 mm), similar population density, and poverty levels.

activity implementation in each. Some of the subcatchments are quite large, and micro-catchments within these areas will be further delineated in consultation with ICRAF.

Municipality	Catchments	Specific Areas (sub catchments)	Implementing Partner (s)
Initial Inception Year Sites			
Torodi	Digbari Middle	1. Koka – Kogorou sub-catchment 2. Tiouridi sub catchment 3. Banikaboye sub catchment	WV
	Goroubi East	4. Kobadie sub-catchment 5. Ouro Djoribe sub catchment 6. Kankantouti sub catchment	WV
Dogon Kiria	Dallol North	1. Koutoumbou sub catchment	CRESA
	Dallol Middle	2. Mai kayine sub catchment	CRESA
	Dallol South	3. Bougou sub catchment 4. Dongon Kiria sub catchment 5. Karchabou sub catchment	CRESA
Malbaza	Maggia West	1. Guidan Idder sub catchment 2. Salewa sub catchment 3. Laweye Dan Hayi sub catchment 4. Tchouroult sub catchment	RAIL
	Maggia North	5. Infrikawane sub catchment (69 km ²)	RAIL
	Maggia South –East	6. Maggia south	RAIL
Aguie	Goulbin Kaba North -East	1. Goulbin Kaba north –east sub catchment	AREN
	Goulbin Kaba South –East	2. Goulbin Kaba South –East sub catchment	AREN
Droum	SC Korama Damagaram North East	1. Droum sub catchment 2. Machaya Tchalliga sub catchment	KARKARA
	SC Korama Damagaram South East	3. Koudouma sub catchment (218 km ²) – includes Koudouma cluster	KARKARA
New Areas Targeted for Expansion			
Torodi	Digbari Middle	1. Nialaré , Central, Fermani, Soura –Bangou Kouka, Yabal and Seno –Toutoure subcatchments	WV
	Goroubi East	2. Panoma sub catchment	WV
	Goroubi west	3. Kourfa – Ouro Djanno subcatchments 4. Brimpeni Tolba – Bima su catchment 5. Korogoussou – Bomanga subcatchment	WV
Dogon kiria	SC Dallol Middle –East	1. Makourdi sub catchment (166 km ²)	CRESA
Malbaza	Maggia South	1. A sub catchment delineation can be around Tounga Sani –Kototoria area	RAIL
Aguie	Goulbin Kaba South –East	1. Covering the north-East part of Goulbin Kaba catchment in Aguié bordering with Tessaoua municipality	AREN
Droum	SC Korama Damagaram South East	1. Tagamawa sub catchment	KARKARA

7.2.3 Impact Study Area

In support of DRYDEV's impact assessment strategy, significant work was undertaken by the Niger country team to identify comparison subcatchments that can be purposively matched with those subcatchments DRYDEV will be implemented in. This work is presented in Appendix 1. ICRAF will be working with the team to finalize this selection prior to the undertaking the DRYDEV's baseline survey.

7.3 Linkages and Synergy with Government Policy & Donor and NGO Programmes

7.3.1 Relationship to Government Policy

The key policy objectives of the Niger government are food security, sustainable land and water management, and gender equity. This commitment is reflected in the Agriculture Sector Development Strategy, the National Gender Policy, the Strategy for Sustainable Land Management, and the different laws in favour of better access to land and natural resources, financial services, and improved water resources management and access.

Objectives and expected outcomes of DRYDEV are consistent with national agricultural policies, such as described in the 3N Initiative: Axis 1—Increased and diversified agro-sylvo-pastoral and fish production; Axis 2—Development and marketing of agro-sylvo-pastoral products; and Axis 5—Creating an enabling environment for food security and sustainable agricultural development. DRYDEV is equally consistent with the national strategy for Sustainable Land Management. The strengths and existing opportunities for synergy with these initiatives and policies will be reasonably and sustainably managed to produce effective and visible complementarity.

7.3.2 Relationship with Other MoFA-Funded Initiatives in Niger and Region

There are currently no other ongoing bilateral development initiatives known to be funded by the MoFA of the Netherlands in Niger.

7.3.3 Linkages with Other Major Relevant Donor and/or NGO Initiatives in Niger in General and Targeted Areas in Particular

The DRYDEV programme has a good range of opportunities to develop fruitful synergies in Niger. CARE Niger, as the NLO, has a number of strong partnerships and sustainable strategic alliances with organizations that have programmes with similar or complementary activities where synergies are possible. These include the technical ministries (agriculture, livestock, and the environment); the World Food Programme (WFP); Catholic Relief Services (CRS); the "Agricultural productivity improvement programme for small famers" (APAP/SAPEP) in Sub-Saharan Africa coordinated by INRAN (National Agricultural Research Institute housing ICRAF's focal point in Niger); the International Centre for Crop Research in Arid Semi-Tropics (ICRISAT); and several initiatives of CARE Niger funded by the French, UK, and EU sources. The latter mentioned CARE initiatives are active in building resilience and adaptation to

climate change and soil fertilization in areas immediately adjacent to DRYDEV targeted areas. Four of the Niger country team members (CARE, OXFAM, World Vision, and ICRAF) are also members of the growing African Alliance for Climate Smart Agriculture.

Within the targeted areas of Niger, the PASADEM programme funded by IFAD is a major initiative where several of the country team members (CARE, AREN, and KARKARA) have contributed efforts. The programme is currently being redesigned for the next implementation phase, and DRYDEV expects to work with some of the local farmer organizations and women's VSLAs active in a shared target area. The 3N Initiative is working to bring sustainable funding to the municipalities and farmer organizations based on existing national channels that have heretofore remained unfunded (FISAN). DRYDEV has participated in the process with 3N and hopes to reap some benefits for its targeted areas if funding is obtained. An upcoming UNEP/GEF initiative for "Building the Foundation for Forest Landscape Restoration at Scale" has included CARE and CRESA as partners with the potential to accompany and complement DRYDEV in a number of activities in targeted areas, as well as at national level (promotion of FMNR, land and tree rights especially for women, communications and outreach, securing sustainable funding). USAID has a significant programme to strengthen resilience to climate change impacts in one of DRYDEVs targeted areas, where the two programmes endeavour to coordinate their actions with the municipal authorities. Areas adjacent to DRYDEV areas are also covered by the USAID programme.

7.4 Key Activities by Work Package

7.4.1 Key Activities by Work Package

1. Subcatchment-level natural resource management (NRM)

The IWRM organizations will identify and characterize areas for restoration within the targeted sub-basins through facilitating participatory processes with local farmers and other stakeholders, followed by the development of subcatchment action plans (SCAPs). The basis for the choice of specific biophysical interventions will be on the level of degradation and the acuteness of the problem. Water buffering techniques will target, where possible, favourable sites for small irrigation initiatives alongside initiatives under WP 2. For projects using labour intensive methods for land restoration, the national policy encourages the application of specific tariffs. In this particular case, the programme will use the traditional system known as "*Gaya*" to organize the land restoration works. This approach requires support from the programme to provide worksite meals and logistical support for materials where needed. In order to support the implementation of the subcatchment management plans that will be developed under this WP, additional resources will also be sought through strategic partnerships. The potential ones include the municipalities involved, the World Food Programme, Initiative 3N, the National Investment Fund for Agriculture and Nutrition (FISAN), and the GEF/UNEP programme "Building the Foundation for Forest Landscape Restoration at Scale".

2. On-farm water & soil management

This WP supports the promotion of most relevant integrated technology packages—including rainwater harvesting, agroforestry, FMNR, and soil fertility enhancement—as identified and validated in 2014. At least 200 farmers will be trained on the innovations using educational materials developed by the programme. The trainers will be supported through the Innovation Platforms to disseminate the practices to their peers in either groups or one on one. This WP aims to optimize local resources and available expertise through the interweaving of good practice (to compensate for low investment

capacity of the majority of producers/trainers) and co-learning. The programme will also support the development of small-scale irrigation initiatives at existing sites initially. Later, it will scale out to the new sites created through subcatchment water buffering works spearheaded under WP 1.

3. Agricultural commodity production

WP 3 is the bridge between WP 2 and 4. Upstream, it benefits from the effects of WP 2 that improves agro-pastoral productivity through improved soil fertility and water availability. Equally, it is a key determinant of WP 4, where production surpluses and availability over time are needed to ensure significant market flows and contribute to the local economy. Support will be provided to the Innovation Platforms to identify adequate and efficient agro-sylvo-pastoral systems adapted to each municipality. On a voluntary basis, men, women, and youth will be engaged in private or collective pilot fields or activities to serve as case studies and demonstration sites. The programme will complement this by establishing sustainable input supply systems with target farmer organizations at the village cluster level with operational support provided to the Innovation Platforms. The strategy is based on making bulk orders that will benefit from economies of scale and significantly expand the networking between farmer organizations with potential inputs suppliers. In time, Innovation Platforms may introduce locally managed subsidies for the most vulnerable in a way where sustainability can be ensured. To empower communities to access quality seeds, support will be provided to local seed multipliers to improve their professionalism and ensure local supply is in line with demand.

4. Enhancing Market Access

Under this WP, Innovation Platforms will be strengthened and supported to create and implement lucrative value chain development plans of each municipality. Here, groups of value chain actors will be established, strengthened, and linked. Appropriate information communication technology will further be promoted in a participatory and dynamic way. This will be primarily through strengthening those formal and informal market information systems already in existence (e.g. SIMA, Labarun Kassuwa, and Orange), as well as introducing new ones, such as the VOICES system of connecting cellphones to local radios. Agro-processing will also be promoted to respond to market demand, coupled with the development of local and national markets and creating added value. Finally, concerted efforts will be made to strengthen the financial autonomy of women who are already heavily involved in agro-processing activities, as well as develop a promising niche for young people (valuation of the demographic dividend) in terms of employment.

5. Financial services linking

Work package 5 is transversal to all the others, as financial capital is fundamental in the development of all activities within the programme's targeted value chains. However, currently access, regularity, and volume of financial products for agro-pastoral activities are so low that they do not significantly impact the sector. This is despite the fact that this sector accounts for more than 40% of Niger's gross domestic product (GDP). To remedy this situation, the programme will establish and strengthen village savings and credit associations based on the MMD approach developed by CARE Niger (empowerment of women based on women's savings-credit). This approach will support male and female agro-pastoralists to mobilise their own financial resources, as well as provide coaching and training on the acquisition and effective management of credit. Village savings and credit associations are considered the safest way to bring financial support to the most vulnerable persons, while providing a point of departure for further access to more significant financial products. The programme will additionally support the linking of value chain actors including small agro-processing businesses with funding institutions.

6. Local governance & institutional strengthening

The establishment of new and strengthening of existing Innovation Platforms are key components of this WP. They are expected to provide strategic institutional frameworks anchored within each municipality and supported by local farmer organizations, value chain actors, and innovators. They will serve as a unifying space for dialogue and strategic thinking to create a common understanding of local issues and contribute to implementing municipal level Local Development Plans. They will also offer services (e.g. consulting and thematic), while promoting innovation and a value chain approach. Both existing and new Innovation Platforms will receive specific training on management, value chain development, and identification and promotion of local innovations and innovators. They will further be introduced to the process of self-assessment of their performance as a way to achieving quality results and efficiency, and building accountability.

7. Planning, M&E, and scaling of learning

CARE Niger will lead the general M&E and learning work within the country team, with ICRAF leading the impact assessment exercise. A primary focus of the work carried out under this WP is to operationalize both the OxC approach and DRYDEV's PMEL framework as outlined in the Inception Report. As such, further participatory work with farmers will take place to ensure that the programme's interventions are contextually appropriate. This will be complemented with various action learning activities that support these farmers to identify appropriate solutions to locally rooted challenges. Intensive tracking of the numbers and types of farmers being supported under the programme will also be undertaken, as well as the extent to which they are putting into practice promoted options. ICRAF and CARE Niger will further partake in joint quarterly quality monitoring visits to purposively selected sites, the findings of which will then inform a review meeting with all country team partner organizations. Data collection forms will be used on *DroidSurvey* platform for evidence tracking using smartphones. Participatory M&E skills will be developed through training of staff and IP leaders on M&E concepts, outcome mapping and participatory evidence tracking and documentation, as participatory self-assessment exercises. Annual reflection and planning meetings will serve a similar purpose but will involve more intensive reflection on the data being generated through the above initiatives, as well as the findings of the DRYDEV Support Group's annual field review visits. Finally, the programme will carry out a rigorous impact evaluation, and strategic efforts will be undertaken to ensure that the resulting evidence—as well as that emanating from the site-level action learning initiatives—informs wider policy, practice, and investment decisions.

8. Policy analysis & influencing

This WP will build on the initial policy analysis work undertaken as part of the Niger characterization studies. The actions highlighted from the study are primarily focused on three major issues: (1) improve knowledge among local actors of Niger's laws and regulations concerning land tenure, water management, and agricultural credit; (2) developing an advocacy strategy targeting increased financing of the agricultural sector and instigating debate on this issue; and (3) the production of arguments on advocacy issues relating to the adjustment and application of some texts in the field of water, land and agricultural credit and the adoption of IWRM. The programme aims to implement these recommendations. At the same time, the programme will identify stakeholders and strategic partners relevant to each of these issues. Local actors, including Innovation Platforms, local authorities, and development partners operating in the five municipalities will be closely involved. Lobbying will be conducted in order to ensure their participation and buy-in to strong strategic alliances, which are needed for this process.

Summary Table of Key Activity Areas and Output Targets by Work Package

Activity Area	Primary Output Target	Beneficiary Target	
		Total	Female
Work Package 1: Sub catchment level Natural Resource Management			
1.1: Subcatchment management plan development	1.1.1. 31 sub catchment management plans developed	500	250
1.2: Capacity development in subcatchment management	1.2.1. 5 Institutions and 100 WRUAs trained	51336 ⁹	25668
1.3: Rehabilitation/restoration of degraded areas	1.3.1.2500 ha of degraded land treated	51336	25668
1.4: Water buffering promotion	1.4.1. 150 water buffer structures constructed	51336	25668
1.5: Resource mobilization for subcatchment management	1.5.1. 5 proposals developed	51336	25668
Work Package 2: On-farm Water & Soil Management			
2.1: On-farm rain water harvesting	2.1.1. 12.834 farmers practicing promoted innovations	12834	8556
2.2: Agroforestry and FMNR	2.2.1. 23.100 farmers practicing promoted innovations	46200	23100
2.3: Soil fertility enhancement	2.3.1. 23.100 farmers practicing promoted innovations	46200	23100
2.4: Small scale irrigation	2.3.1. 30 small scale irrigation initiatives developed	6000	4000
Work Package 3: Agricultural Commodity Production			
3.1: Agro-sylvo-pastoral systems development	3.1.1.10 systems established	30800	15400
3.2: Sustainable input supply system establishment	3.2.1. Inputs supply system established in 31 subcatchments	51336	25668
Work Package 4: Enhance Market Access			
4.1: Building country capacity in market systems and value chains	4.1.1. 30 staff, partners trained; 50 IPs leaders trained	50	15
4.2: Value chain group establishment and strengthening	4.2.1. 60 value chain groups established and strengthened	30800	15400
4.3: Market information system strengthening	4.3.1. Market info. systems established in 5 municipalities	30800	15400
4.4: Agro-processing promotion	4.4.1. 3 agro-processing techniques supported per municipality	5120	2560
Work Package 5: Financial Services Linking			
5.1: Village savings and credit associations	5.1.1. 3750 producers save & access credit via MMD groups	3750	1875
5.2: Link actors to financial services providers	5.2.1. 20% of producers access appropriate financial products	5120	2560
Work Package 6: Local Governance & Institutional Strengthening			
6.1: Innovation Platform (IP) promotion	6.1.1. IPs are established in 5 municipalities	51336	25668
Work Package 7: Planning, M&E, and Scaling of Learning			
7.1: Programme Monitoring	7.1.1. Systematic monitoring every quarter in all municipalities		
7.2: Participatory M&E with FOs, IPs, & local stakeholders	7.2.1. Participatory reviews every 6 months in all municipalities		
7.3: Scaling of evidence and learning	7.3.1. 10 scaling stakeholders are identified and engaged		
Work Package 8: Policy Analysis and Influencing			
8.1: Policy awareness raising	8.1.1. 51.336 Producers are informed on the selected legislation		
8.2: Policy influencing at local and national levels	8.2.1. 11 government institutions targeted and reached		
Net total of farmers targeted for direct support		51336	25668

⁹ Represents all the households surveyed during the socio-economics characterization survey in the committed sub catchments, it is considered 1 man & 1 woman producer in each household in average

7.5 Indicative Work Plan

Activity Area	2015				2016				2017				2018				Who leads*	Who supports*
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Work Package 1: Sub catchment-level natural resource management																		
Activity Area 1.1: Subcatchment management plan development																	2	All partners
Activity Area 1.2: Capacity development in subcatchment mgt.																	2	All partners
Activity Area 1.3: Rehabilitation / Restoration of degraded areas																	2,3	1,8,9
Activity Area 1.4: Water buffering promotion																	6,2,3,4	1,8,9
Activity Area 1.5: Resource mobilization for subcatchment mgt.																	10	All partners
Work Package 2: On-farm Water & Soil Management																		
Activity Area 2.1: On-farm rain water harvesting																	All partners	1,8,9
Activity Area 2.2: Agroforestry and FMNR																	All partners	1,8,9
Activity Area 2.3: Soil fertility enhancement																	All partners	1,8,9
Activity Area 2.4: Small scale irrigation																	All partners	1,8,9
Work Package 3: Agricultural Commodity Production																		
Activity Area 3.1: Agro-sylvo-pastoral systems development																	All partners	1,8,9
Activity Area 3.2: Sustainable input supply system establishment																	All partners	1,8,9
Work Package 4: Enhance Market Access																		
Activity Area 4.1: Building capacity in market systems & value chains																	8	1,5
Activity Area 4.2: Value chain group establishment & strengthening																	All partners	1,5,8,9
Activity Area 4.3: Market information system strengthening																	All partners	1,5,8,9
Activity Area 4.4: Agro-processing promotion																	All partners	1,3,5,8,9
Work Package 5: Financial Services Linking																		
Activity Area 5.1: : Village savings and credit associations																	All partners	1,4,8,9
Activity Area 5.2: Link actors to financial services providers																	All partners	1,2,5,8,9
Work Package 6: Local Governance & Institutional Strengthening																		
Activity Area 6.1: Innovation Platform (IP) promotion																	All partners	1,3,5,8,9
Work Package 7: Planning, M&E, and Scaling of Learning																		
Activity Area 7.1: Programme Monitoring																	1,8	All partners
Activity Area 7.2: Participatory M&E with FOs, IPs & stakeholders																	1,8	All partners
Activity Area 7.3: Scaling of evidence and learning																	1,8	All partners
Work Package 8: Policy Analysis and Influencing																		
Activity Area 8.1: Policy awareness raising																	5	All partners
Activity Area 8.2: Policy influencing at local and national levels																	5	All partners

*1=CARE; 2-KARKARA; 3=CRESA; 4=WVI; 5=OXFAM; 6=RAIL; 7= AREN; 8=ICRAF (Niger et Region); 9 = Support Group; 10=Municipalities

7.6 Scaling Principle Matrix

As described in Section 1, DRYDEV's Inception Report presents seven scaling principles. It further states that interventions and options that will be scaled up and out in the full implementation phase of the programme must adhere to these. Indeed, the activity areas suggested in this implementation plan have been informed with the scaling principles in mind. However, there are real threats that could undermine the programme's adherence to these principles. The following table describes such threats relevant to the Niger context, as well as corresponding mitigation measures the country team will pursue to avert these.

Scaling Principle	Potential Threats	Mitigation Measures
1. Co-learning	<ul style="list-style-type: none"> Inadequate identification of good practices / innovations Inadequate involvement of local skills (producers) Insufficient consideration of learning in Monitoring and Evaluation Insufficient use of knowledge and skills of internal country team (too much reliance on consultation) Insufficient pedagogy in the peer to peer training Lack of motivation to drive innovators in working as trainers (indisposed towards sharing knowledge, significant opportunity costs) 	<ul style="list-style-type: none"> Identification of technologies through a rigorous process of investigation and validation Same Systematic capitalization of implemented approaches and methodologies Review the limit to 30% of the allocated budget to staffing and running costs which favors out sourcing over internal staff Pedagogical training for peer trainers Networking of peer-to-peer trainers, development of innovators as service providers; sharing delivery costs between communities and project; and support mobilization of funds for municipalities to contract for service delivery
2. Contextual appropriateness	<ul style="list-style-type: none"> Lack of compliance with national policies relating to implementation of CES/DES works / in WP1 and WP2 (payments, technical approaches, subsidies) Certain producers have insufficient capacity for investment in technology adoption Inadequacy of technology with cultural habits of certain ethnic groups 	<ul style="list-style-type: none"> Provide partial subsidies for WP1 and WP2 in relevant sub catchments for NRM and water management infrastructures Create synergies between WP2, WP4 and WP5 by improving production and applying it to warrantage to support investment; chose low-cost technologies Consideration of cultural habits in the choice of technologies
3. Cost-effectiveness & scalability	<ul style="list-style-type: none"> Certain producers have insufficient capacity for investment in technology adoption Non replicability of technologies due to their complexity The high subsidies accorded by other projects for soil and water conservation actions (WP1 WP2) related to state policy discourages individual investment 	<ul style="list-style-type: none"> Create synergies between WP2, WP4 and WP5 by improving production and its protection through Warrantage to support investment Identification of technologies through a rigorous process of investigation and validation
4. Inclusiveness (including gender)	<ul style="list-style-type: none"> The persistence of socio-cultural norms that limit women's access and inclusion to agricultural and pastoral activities 	<ul style="list-style-type: none"> Awareness raising of stakeholders and community leaders on inclusion and gender Partial subsidies to vulnerable women for WP3 interventions to promote the adoption and testing of technologies promoted
5. Environmentally and socially benign	<ul style="list-style-type: none"> Risk of choosing technologies based on monetary gains only while neglecting the ecological and social aspects 	<ul style="list-style-type: none"> Environmental and social impact analysis during technology identification

Scaling Principle	Potential Threats	Mitigation Measures
6. Climate smart	<ul style="list-style-type: none"> High cost or complexity of certain technology may limit their adoption and scaling 	<ul style="list-style-type: none"> Provide some demonstration material and inputs by the program Linking and facilitating access to adequate financial services for the acquisition of inputs and equipment Search alternative solutions available locally that can produce the same results
7. Sustainability	<ul style="list-style-type: none"> Innovations Platforms do not generate enough interest and motivation to acquire full buy-in from the producers Innovation Platforms do not have enough resources to continue to finance their operations and activities by themselves 	<ul style="list-style-type: none"> Training of platform stakeholders on the objectives and value added of platforms Inclusive and participatory planning involving a maximum of stakeholders Support Innovation Platforms when developing new partnerships and/or researching new sources of funds

7.7 Programme Transition and Exit Strategy

DRYDEV will focus on the strategic Innovation Platforms (IP) established at municipal level to create the conditions for their sustainable and effective ownership of activities at the end of the programme.

The programme will develop the capacities of these IPs, transforming them into effective service providing centres with a variety of skills and experience in production techniques, integrated sub catchment management, development of land and water productive potential, markets dynamics and value chains, and accessing financial services.

To achieve this goal, the programme will strengthen the management/decisions bodies and develop thematic groups in the IP. Based on annual cycles, IPs will conduct participatory planning exercises, with self-assessments conducted at the end of each period. The programme will support and train the actors of IP in the first two planning cycles and participatory self-assessments; the second year they will start exercising their self-management and resource mobilization. The programme will facilitate the linking of IPs with relevant and complementary partners. From the third year the municipal watershed management plans will be established and implemented by IPs. Municipal officials will have to support and assist the IPs in their organizational development and will contribute to monitor the quality of the services and capacity building provided. Monitoring modules and participatory evaluation will help to strengthen IPs on accountability issues.

The integrated sub catchment management plans developed by the IPs will be anchored within the Municipal Development Plans as a means of positioning the IPs as strategic partners at the municipality level, thus facilitating access to municipal funds that become available through the national Food and Nutrition Security Fund mechanism (FISAN, currently under development). To ready the IPs to manage these and other funds the programme will provide capacity building on good governance and accountability. The programme will also train IP leaders and facilitate contact with financial partners working in the intervention area to enhance their own capacity to mobilise funds. By the end of the third year the IPs will have developed their expertise and know-how to be independent and accountable vis-à-vis the municipalities and their communities.

7.8 Programme Policy on Input Supplies and Subsidies

For implementation of activities under WP1, WP2 and WP3, the programme plans to partially subsidize certain actions or infrastructures in order to create the conditions for co-learning and peer-to-peer training.

Thus in WP1, infrastructure that has been identified as appropriate will be included in the Innovation Platforms' action plans, which integrate all relevant watersheds management actions. The programme will support Innovation Platforms' action plans with subsidies to enhance the traditional system of community mobilization known as "Gayya". This system traditionally mobilises local labour, locally available materials and even some community contributions in kind. For DRYDEV, at least 30% of the infrastructure costs will be mobilized, largely through in-kind community contribution. The programme will support limited purchases of materials, transportation costs of stone or other construction materials, and costs of technical expertise provided by the IPs or outside specialists. This is especially for infrastructure whose costs would range from \$5,000 to \$20,000 maximum and target water buffering for productive purposes and protection and regeneration of the productive potential of catchments and sub-catchments.

For WP2 and WP3 implementation, the programme could provide partial subsidies as part of the promotion and especially, the testing of promoted integrated technologies. Instead of collective demonstration fields, which have often shown limitations in their maintenance, the programme intends to promote experimentation on individual farms or exploitations. Thus the kits or inputs could be purchased up to \$100 and made available to the most vulnerable producers to enable them to test and use the promoted technologies. Their farms will serve as demonstration sites and they would be given the chance to improve their production and income to continue the use of technology for the next production cycle. At least 1,500 extremely vulnerable producers with 50% of women will be eligible for this. They will be identified with Household Livelihood Survey methods in a participative and inclusive process. The possibility of using revenues generated by the subsidies to create locally managed self-help funds will be investigated with the IPs.

All farmers receiving material support through the programme will also be strongly encouraged to join existing or form new savings and lending groups

7.9 Overall Niger Programme Budget for Main Implementation Phase

The total budget associated with this implementation plan is **\$5,006,250**, with **\$1,532,126** to support management and operational costs and **\$3,474,124** to support the delivery of programme activities. The full budget is presented in Section 8, with further details presented in an accompanying Excel workbook. More detailed budgets will be presented annually and accompany DRYDEV's annual Detailed Implementation Plans (DIPs).

The Drylands Development Programme (DRYDEV) Niger Implementation Budget 2015-18 (USD)

	2015	2016	2017	2018	TOTAL
1. Personnel					
1.1 CARE	160,044	213,392	219,794	132,059	725,289
1.2 KARKARA	23,636	31,514	31,514	18,383	105,047
1.3 CRESA	9,778	13,037	13,337	7,960	44,112
1.4 World Vision	18,015	24,020	24,020	14,012	80,068
1.5 OXFAM	15,430	20,573	20,573	12,001	68,577
1.6 RAIL	19,312	25,749	25,749	15,020	85,831
1.7 AREN	22,881	30,508	30,508	17,797	101,695
Subtotal Personnel	\$269,096	\$358,795	\$365,496	\$217,232	\$1,210,619
2. Travel					
2.1 CARE	4,000	6,000	6,000	4,000	20,000
Subtotal Travel	\$4,000	\$6,000	\$6,000	\$4,000	\$20,000
3. Equipment					
3.1 CARE	339	0	0	0	339
3.2 KARKARA	2,367	0	0	0	2,367
3.3 CRESA	3,559	0	0	0	3,559
3.4 World Vision	2,966	0	0	0	2,966
3.5 OXFAM	3,136	0	0	0	3,136
3.6 RAIL	2,966	0	0	0	2,966
3.7 AREN	2,966	0	0	0	2,966
Subtotal Equipment	\$18,299	\$0	\$0	\$0	\$18,299
4. Other Administration & Operational Expenses					
4.1 CARE	30,754	41,005	41,005	23,920	136,684
4.2 KARKARA	5,110	6,814	6,814	3,975	22,712
4.3 CRESA	6,729	8,972	8,972	5,234	29,906
4.4 World Vision	4,878	6,504	6,504	3,794	21,680
4.5 OXFAM	6,102	8,136	8,136	4,746	27,119
4.6 RAIL	5,271	7,028	7,028	4,100	23,427
4.7 AREN	4,878	6,504	6,504	3,794	21,680
Subtotal Other Administration & Operational Expenses	\$63,722	\$84,962	\$84,962	\$49,561	\$283,208
Total for Project Management & Operational Costs	\$355,117	\$449,757	\$456,458	\$270,794	\$1,532,126
5. Programme Delivery					
WP1: Subcatchment-level natural resource management	\$268,807	\$275,808	\$266,952	\$140,517	\$952,084
WP2: On-farm water & soil management	\$152,609	\$170,998	\$199,693	\$57,211	\$580,511
WP3: Agricultural commodity production	\$88,821	\$96,168	\$96,168	\$12,886	\$294,043
WP4: Enhancing Market Access	\$272,305	\$146,737	\$146,737	\$12,886	\$578,665
WP5: Financial services linking	\$68,788	\$71,237	\$58,101	\$4,295	\$202,421
WP6: Local governance & institutional strengthening	\$102,279	\$97,177	\$97,177	\$45,688	\$342,321
WP7: Planning, M&E, and scaling of learning	\$93,779	\$98,677	\$98,677	\$87,675	\$378,809
WP8: Policy analysis & influencing	\$41,245	\$43,694	\$36,033	\$24,295	\$145,269
Total for Programme Delivery Costs	\$1,088,633	\$1,000,497	\$999,539	\$385,454	\$3,474,124
Grand Total	\$1,443,750	\$1,450,254	\$1,455,998	\$656,248	\$5,006,250

Appendix 1: Towards Identifying Comparison Subcatchments

Niger partners have attempted to delineate comparison subcatchments that observe a buffer zone of 15km-30km from the committed and quick-win programme intervention sites. In the following maps, the areas delineated in red are programme intervention catchments, and those delineated in green are the potential comparison subcatchments. This will reduce the spill over effect and allow for a good comparison with programme sites. The comparison sub catchments have quite similar bio physical parameters with the committed ones. The comparison areas have been delineated that are big enough (400 km² approximately) to allow a splitting in sub-catchments of 50km² to 200km². Specific sites or villages will be identified for most of them through a physical mapping of villages in the field. The details per municipality are as follows:

Torodi

- For comparison with sub catchment (SC) Digbari middle: impact area is located in Sub catchment Digbari west (362 km²) in the same catchment. Specific sites/villages to be identified by a physical mapping in this area.
- For comparison with SC Goroubi East: impact area Gueladio (394 km²) is identified in Gueladio municipality on the Goroubi river in the same catchment. Specific sites/villages to be identified by a physical mapping in this area.
- For comparison with SC Gouroubi west: impact area is located in Makalondi sub catchment (677 km²). Specific sites/villages to be identified by a physical mapping in this area.

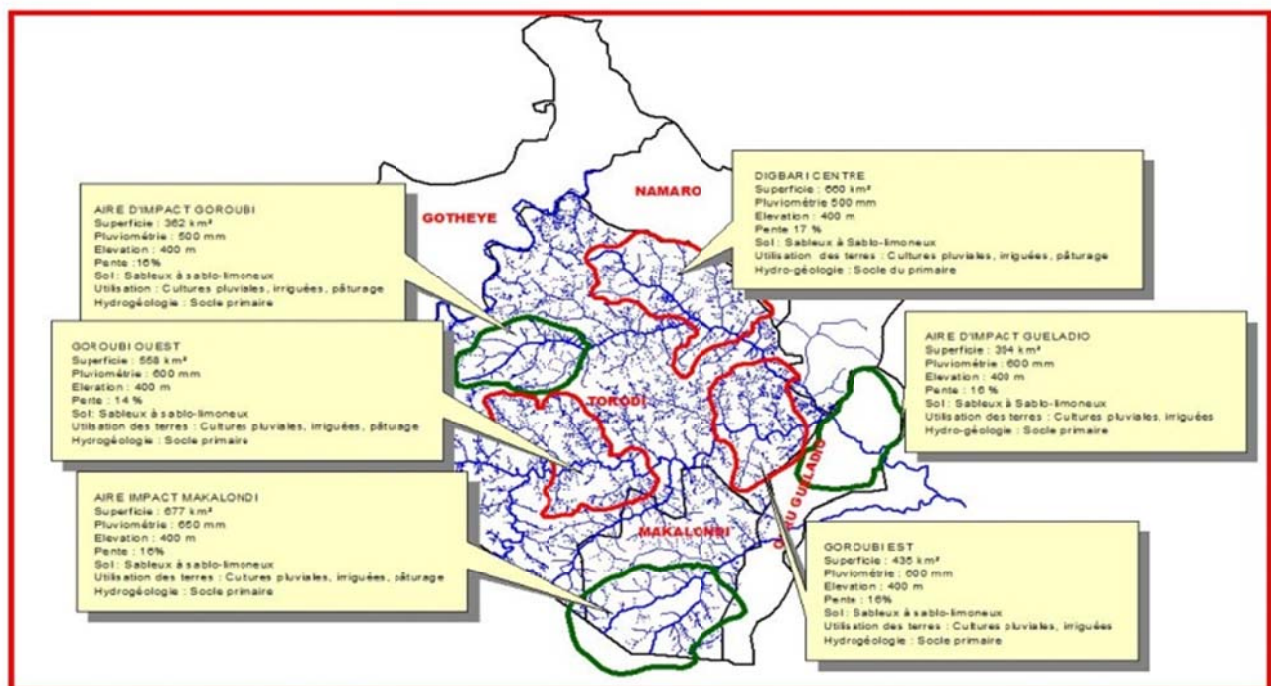


Figure 1 Torodi municipality and sub catchments

Dogon Kiria

- For comparison with SC Dallol North: impact area Bagaroua sub catchment (409 km²) is identified in Bagaroua Municipality (Middle -Northern of the municipality in Dallol is preferred) in the same Dallol catchment. Specific sites/villages to be identified by a physical mapping in this area.
- For comparison with SC Dallol Middle-east: the same impact area with Dallol north and a second impact area Soucoucoutane sub catchment (412 km²), beginning from Yilwa and crossing in Soucoucoutane Municipality in the same Dallol catchment. Specific sites/villages to be identified by a physical mapping in this area.
- For comparison with SC Dallol South: impact area Matankari subcatchment (406 km²), beginning from Agode 1 and crossing in Matankari Municipality in the same catchment. Specific sites/villages to be identified by a physical mapping in this area.

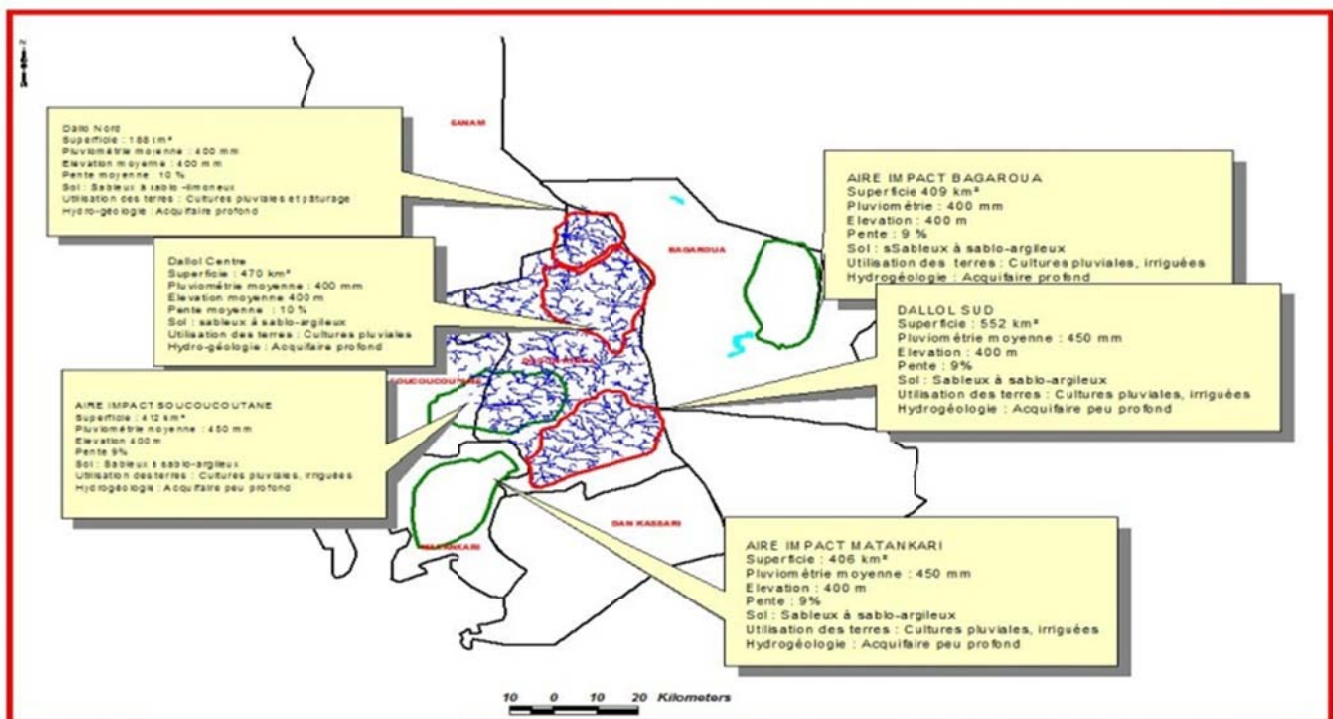


Figure 2 Dogon Kira municipality and sub catchments

Malbaza

- For comparison with Maggia West: impact area Tsernawa sub catchment (81 km²) is identified in Tsernawa municipality in the same catchment. Specific sites/villages to be identified by a physical mapping in this area.
- For comparison with Maggia Southeast and Maggia North: impact area of Doguerawa sub catchment (144 km²), is suggested in Dogerawa municipality in the same catchment. Specific sites/villages to be identified by a physical mapping in this area.

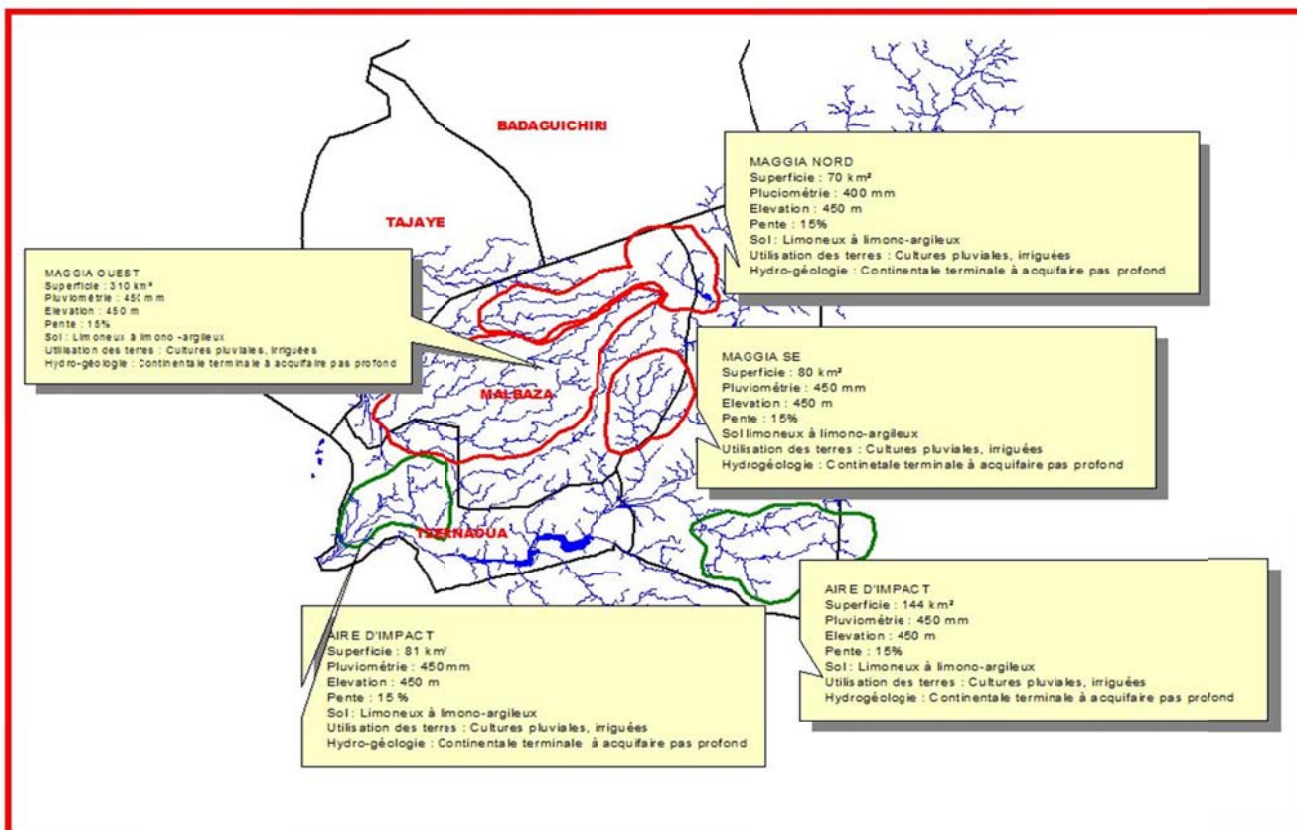


Figure 3 Malbaza municipality and sub catchments

Aguié

- For comparison with SC Goulbin Kaba Northeast: impact area Tessaoua sub catchment (144 km²) is identified in Tessaoua municipality, in the same catchment along the opposite border of the Goulbi. Specific sites/villages to be identified by a physical mapping in this area.
- For comparison with SC Goulbin Kaba Southeast: impact area Gazaoua sub catchment (176 km²), is identified in Gazaoua municipality also in the same catchment, along the opposite border of the Goulbi. Specific sites/villages to be identified by a physical mapping in this area.

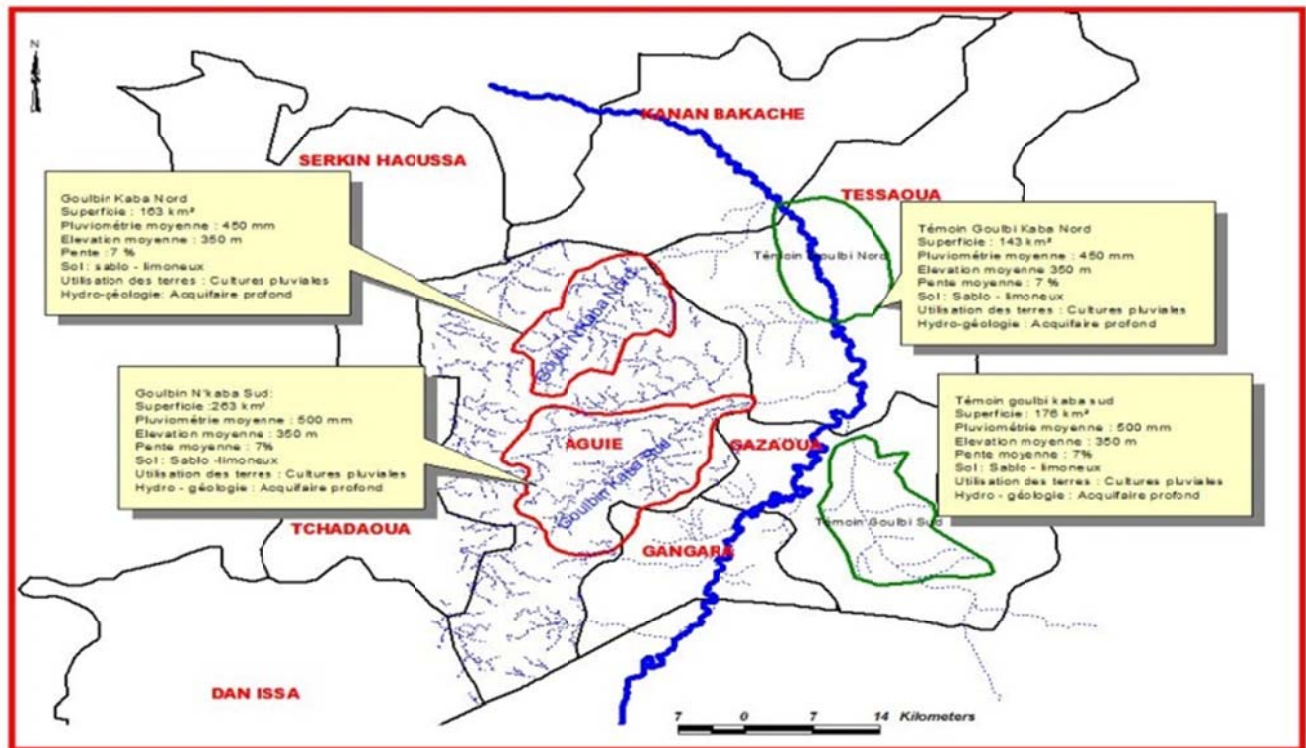


Figure 4 Aguié municipality and sub catchments

Droum

- For comparison with SC Korama Damagaram Northeast and SC Korama Damagaram Southeast, impact area Tirmini sub catchment (432 km²) cross-cutting subcatchment part of Droum, Ichirnawa and Tirmini municipalities. This area goes from Mai saje to Mahalba to the other municipalities. Specific sites/villages to be identified by a physical mapping in this area.

Annex A: Terms of Reference (ToRs) for all ICRAF staff supporting the DRYDEV Programme

DRYDEV Position	Terms of Reference	Staff Months by Year			
		2015	2016	2017	2018
ICRAF Headquarters					
1. Assistant Director General (ADG), P&I	Purpose: <i>Overall institutional responsibility for programme</i> <ul style="list-style-type: none">• Provide oversight and strategic direction for the whole programme• Review and approve implementation plans, budgets, and reports• Chair DRYDEV’s Steering Committee	1	1	1	1
2. ADG Delegate, P&I	Purpose: <i>Directs the programme, providing technical guidance and operational and managerial support; spearheads PMEL Framework</i> <ul style="list-style-type: none">• Provide leadership and vision in conceptual development, strategic planning and overall management• Manage the process of embedding action learning into the programme, so that it ensures and accelerates the achievement of DRYDEV’s intended outcomes and impacts• Develop and spearhead DRYDEV’s Planning, Monitoring, Evaluation and Learning (PMEL) Framework• Assume overall responsibility the development and management of DRYDEV’s financial resource and budgeting• Provide strategic advice and support to on the programme development, implementation, management and reporting according to contractual agreement with DGIS and ensuring production and timely submission of high quality narrative and financial reports	5	2	1	1
3. Senior Finance Officer	Purpose: <i>Ensure overall financial compliance and effective financial management and reporting</i> <ul style="list-style-type: none">• Coordinate and supervise financial reporting by National Lead Organizations• Ensure timely disbursement and effective deployment of funds as requested• Undertake timeous production of financial reports in line with the standards and specifications set by DGIS• Ensure financial compliance by all programme partners through review of pertinent financial documentation and physical pre-audits on a six-monthly basis, with particular focus on East Africa• Facilitate internal & external audits in undertaking their work to ensure accurate and timely production of reports• Provide technical support in production of budgets	3	6	6	4
4. Programme Officer, Partnerships and Impact	Purpose: <i>Provision of general coordination support to programme</i> <ul style="list-style-type: none">• Help organize and execute highly interactive regional and international meetings, workshops, and conferences• Coordinates all logistics for programme phase events (meetings, planning and review, partner and donor visits, etc.)	1	1	1	0
5. Administrative Assistant, Partnerships and Impact	Purpose: <i>Supporting administrative responsibilities within the programme</i> <ul style="list-style-type: none">• Plan meetings, drafting letters/reports and scheduling appointments and co-ordinating travel arrangements• Oversee the procurement of office supplies and maintain service agreements• Handle travel bookings, request and expense claims for the unit’s staff in liaison with the travel office and finance unit.• Assist with office operations to ensure a smooth workflow, liaising with the operations units for various support services required as required.• Work closely with the Finance Officer and Finance Unit on financial	2	2	2	1

DRYDEV Position	Terms of Reference	Staff Months by Year			
		2015	2016	2017	2018
	<p>matters ensuring good book keeping and budget monitoring</p> <ul style="list-style-type: none"> Support maintenance of DRYDEV programme knowledge management platform through sharing of programme documents, calendars and latest information. 				
6. Communications Officer, Partnerships and Impact	<p>Purpose: <i>Development and continued oversight of the implementation of the programme communications strategy</i></p> <ul style="list-style-type: none"> Support the development of DRYDEV website in order to increase stakeholder access to information Support the establishment and management of DRYDEV programme knowledge management platform for all partners Support the development of IEC materials (content and lay out) before final production Support the editing of DRYDEV reports and publications Undertake public relations work and liaise with media organizations for effective publicity 	1	1	1	1
7. Senior Drylands Development Specialist	<p>Purpose: <i>Advise on dryland development strategies</i></p> <ul style="list-style-type: none"> Review and provide constructive feedback on programme technical plans and processes Ensure evidence inform options promoted in programme sites across the five countries Support the implementation of the Options by Context approach 	2	1	0	0
8. Senior Value Chains Specialist	<p>Purpose: <i>Support, review and advise on value chain interventions at country level and supports implementation of the programme impact assessment strategy</i></p> <ul style="list-style-type: none"> Systematically review all major planned value chain interventions at country level and advise accordingly Support the design and implementation of viable business models for enterprise development Support implementation of the Options by Context strategy with special focus on Work Packages 3, 4 & 5 Support the roll out of DRYDEV's impact assessment strategy 	3	2	2	2
9. Senior Water Resources Development Engineer	<p>Purpose: <i>Technical support for subcatchment development options on water capture & management</i></p> <ul style="list-style-type: none"> Provide technical guidance in the characterization of subcatchments, with a particular focus on issues related to water buffering Support the review and development of sub catchment action plans, with a particular focus on water issues Implement the Options by Context strategy with special focus on Work Packages 1 & 2 	4	3	2	1
10. Senior Land Health, Geospatial Specialist	<p>Purpose: <i>Leads technical work on remote sensing and biophysical characterization for option identification</i></p> <ul style="list-style-type: none"> Build on initial characterization efforts by generating more refined and actionable biophysical subcatchment data to support option identification and related community action planning processes Support programme impact assessment study through the measurement of key biophysical variables pertinent to land health, e.g. soil erosion prevalence and soil organic carbon Develop capacity of ICRAF staff and country teams in land health surveillance and remote sensing 	2	1	0	1
11. Geospatial Officer	<p>Purpose: <i>Supports work on remote sensing and biophysical characterization for option identification</i></p> <ul style="list-style-type: none"> Support Senior Land Health Specialist in refined characterization and generation of actionable biophysical subcatchment data and related remote sensing work 	2	0	0	2

DRYDEV Position	Terms of Reference	Staff Months by Year			
		2015	2016	2017	2018
	<ul style="list-style-type: none"> Carry out further orientation and training with country teams on DRYDEV's IA strategy Support to develop ICRAF staff and country team capacity in land health surveillance and remote sensing 				
12. Climate Change/ Remote Sensing Scientist	<p>Purpose: <i>Leads work on remote sensing in relation to measuring crop production and crop water productivity</i></p> <ul style="list-style-type: none"> Support programme impact assessment through development and application of a cost-effective model for the measurement and monitoring of crop yields and crop water productivity. Develop ICRAF staff and country team capacity in this area. 	1	1	1	1
13. Monitoring, Evaluation and Learning Specialist	<p>Purpose: <i>Supports roll out of DRYDEV's PMEL Framework</i></p> <ul style="list-style-type: none"> Provide technical assistance to develop partner staff capacity in implementing DRYDEV's PMEL framework Support in the execution of DRYDEV's data collection activities for impact assessment strategy Help design, plan, and facilitate partner capacity development and learning events Support partners to strengthen or build institutions and relationships and enhance policy influence. Support the establishment and maintenance of DRYDEV programme knowledge management platform Support the design of complementary qualitative and participatory evaluation processes 	3	2	2	2
14. Senior Economist-Impact Assessment	<p>Purpose: <i>Supports implementation of the programme impact assessment strategy</i></p> <ul style="list-style-type: none"> In collaboration with the MEIA unit and Research Support Group, spearhead data collection processes in support of DRYDEV's impact assessment strategy, with a particular focus on Burkina Faso, Mali, and Niger Support in the construction of sampling frames and appropriate sampling methods in the programme's impact study areas Lead the recruitment, training, and supervision of enumerators in the administration of socio-economic surveys and other data collection processes Lead and support the process of data cleaning, analysis and reporting 	4	0	0	3
15. Senior Action Learning Advisor ¹⁰	<p>Purpose: <i>To lead the meaningful operationalization of the Options-by-Context approach in the DRYDEV Programme</i></p> <ul style="list-style-type: none"> Develop guidelines and support the integration of options-by-context (OxC) in sub-catchment action planning Train country teams in OxC methodology Help spearhead the design of Participatory Action Learning activities to help devise and test options for addressing locally rooted challenges for which there are no immediately apparent solutions 				
ICRAF East Africa (Kenya and Ethiopia)					
16. ESAP Coordinator	<p>Purpose: <i>Regional coordination and strategic planning</i></p> <ul style="list-style-type: none"> Provide oversight of Kenya and Ethiopia DRYDEV programme Chair the East Africa DRYDEV Programme Coordination Committee 	1	1	1	1
17. DRYDEV EA Programme Coordinator	<p>Purpose: <i>Coordinating and managing day-to-day operational aspects of the programme in each region, including provision of support and liaison with partners</i></p>	12	12	12	7

¹⁰ Funded by complementary sources.

DRYDEV Position	Terms of Reference	Staff Months by Year			
		2015	2016	2017	2018
	<ul style="list-style-type: none"> • Ensure partners are fully briefed on their responsibilities, deliverables, work plans, budgets, partnerships and programme status • Support the development, negotiation and submission of national annual work plans and budgets by NLOs to ICRAF • Coordinate execution of work plans and assist in the translation the philosophy and objectives of the programme into appropriate methods and approaches, in order to ensure the implementation is consistent • Coordinate the work of ICRAF technical and administrative staff under the programme and ensure they are fully briefed on their responsibilities, deliverables, and work plans, as well as available budgetary resources • Ensure appropriate adherence to planning, monitoring and reporting procedures • Support the process of embedding the option-by-context approach and action learning into the programme, so that the it ensures and accelerates the achievement of programme outcomes • Support the development and implementation of the monitoring and impact evaluation activities, as well as train all country teams in their rolls/responsibilities in delivery DRYDEV's PMEL System • Support the preparation and on-time submission of both financial and technical reports as required (defining project progress, problems and possible solutions). • Facilitate Regional Programme Committee meetings • Facilitate development of capacity of partners in various aspects pertinent to programme delivery, as well as interregional analysis and inter-country exchanges and learning • Support the identification of policy and institutional constraints and prioritization of key intervention areas • Support partners to strengthen or build institutions and relationships for better targeting. interventions, and to enhance policy influence. • Support the development of appropriate documentation (policy briefs, position papers, communication messages, position statement) for engaging in policy processes 				
18. Country representatives (Kenya & Ethiopia)	<p>Purpose: <i>Ensure effective partnership between ICRAF, National Lead Organizations (NLOs) and implementing partners for the delivery of programme activities</i></p> <ul style="list-style-type: none"> • Co-Chair the Country Core Team responsible for the coordination and management of programme activities • Work with the Programme Coordinator to ensure that work of key technical and administrative ICRAF staff constructively support the programme • Participate in Joint Quarterly Monitoring Reviews with corresponding National Lead Organization (NLOs) • Support the development and submission of SOW, work plans and budgets by NLOs • Support in facilitation and chairing of reflection and re-planning events and corresponding processes • Support roll-out of the Options-by-Context approach under 	3	2	2	1
19. Regional Water Development Specialist (EA)	<p>Purpose: <i>Ensure application of appropriate procedures and technologies for water management techniques</i></p> <ul style="list-style-type: none"> • Work with the Senior Water Engineer to provide technical guidance to country teams in the characterization of 	2	2	2	1

DRYDEV Position	Terms of Reference	Staff Months by Year			
		2015	2016	2017	2018
	subcatchments, with a particular focus on issues related to water buffering <ul style="list-style-type: none"> Support the review and development of subcatchment action plans, with a particular focus on water issues Support the implementation of the Options by Context strategy with special focus on Work Packages 1 & 2 				
20. Regional Agroforestry/ Land Health Specialist (EA)	Purpose: <i>Ensure application of appropriate soil and water management techniques</i> <ul style="list-style-type: none"> Build capacity of partners to provide appropriate agroforestry and FMNR techniques Supports partners in implementing the Options by Context strategy with special focus on Work Packages 1, 2 and 3 	2	2	2	1
21. EA Communications Officer	Purpose: <i>To support the development and implementation of DRYDEV's communication strategy and general programme communications in East Africa</i> <ul style="list-style-type: none"> Support the development of DRYDEV website in order to increase stakeholder access to information Support the development of IEC materials (content and lay out) before final production Support the editing of DRYDEV reports and publications Support the establishment and management of DRYDEV programme knowledge management platform for all partners 	12	12	12	7
22. Ethiopia Programme Officer	Purpose: <i>Provision of technical and coordination support to the Ethiopia country team</i> <ul style="list-style-type: none"> Work with ICRAF water and land health specialists to provide technical support to country teams Work with ICRAF institutional and policy specialists to provide guidance on interventions for work packages 6 & 8. Assists in the planning and holding of Ethiopia country team meetings Support the Country Rep in managing communication with programme partners Support the development of country plans and capacity development activities Support maintenance of DRYDEV programme knowledge management platform through sharing of programme documents, calendars and latest information. 	6	6	6	3
23. Kenya Programme Assistant	Purpose: <i>Provision of general coordination support to the Kenya DRYDEV programme</i> <ul style="list-style-type: none"> Assist in the coordination of all logistics for programme phase events (meetings, planning and review, partner and donor visits, etc.) Assist in the planning and holding of Kenya country team meetings Supports the Country Rep in managing communication with programme partners Supports the development of country plans Support maintenance of DRYDEV programme knowledge management platform through sharing of programme documents, calendars and latest information. 	8	8	4	4
24. Kenya, and Ethiopia, Administration Support	Purpose: <i>Supporting administrative responsibilities within the programme</i> <ul style="list-style-type: none"> Planning meetings, drafting letters/reports and scheduling appointments and co-ordinating travel arrangements and preparing administrative reports Handle travel bookings, request and expense claims for the unit's 	12	12	12	7

DRYDEV Position	Terms of Reference	Staff Months by Year			
		2015	2016	2017	2018
	staff in liaison with the travel office and finance unit <ul style="list-style-type: none"> • Proper filing and archiving of programme documents • Assist with office operations to ensure a smooth workflow, liaising with various support services required as required 				
ICRAF Sahel (Burkina Faso, Mali, and Niger)					
25. Sahel Nodal Coordinator	Purpose: <i>Regional coordination and strategic planning</i> <ul style="list-style-type: none"> • Provide oversight of DRYDEV Programme in Sahel • Chair the Sahel Programme Coordination Committee • Line manage DRYDEV Sahel Programme Coordinator 	2	1	1	1
26. DRYDEV Sahel Programme Coordinator	Purpose: <i>Coordinating and managing day-to-day operational aspects of the programme in each region, including provision of support and liaison with partners</i> <ul style="list-style-type: none"> • Ensure partners are fully briefed on their responsibilities, deliverables, work plans, budgets, partnerships and programme status • Support the development, negotiation and submission of national annual work plans and budgets by NLOs to ICRAF • Coordinate execution of work plans and assist in the translation the philosophy and objectives of the programme into appropriate methods and approaches, in order to ensure the implementation is consistent • Coordinate the work of ICRAF technical and administrative staff under the programme and ensure they are fully briefed on their responsibilities, deliverables, and work plans, as well as available budgetary resources • Ensure appropriate adherence to planning, monitoring and reporting procedures • Support the process of embedding the option-by-context approach and action learning into the programme, so that the it ensures and accelerates the achievement of programme outcomes • Support the development and implementation of the monitoring and impact evaluation activities, as well as train all country teams in their rolls/responsibilities in delivery DRYDEV's PMEL System • Support the preparation and on-time submission of both financial and technical reports as required (defining project progress, problems and possible solutions). • Facilitate Regional Programme Committee meetings • Facilitate development of capacity of partners in various aspects pertinent to programme delivery, as well as interregional analysis and inter-country exchanges and learning • Support the identification of policy and institutional constraints and prioritization of key intervention areas • Support partners to strengthen or build institutions and relationships and to enhance policy influence. • Support the development of appropriate documentation (policy briefs, position papers, communication messages, position statement) for engaging in policy processes 	12	12	12	7
27. Country representatives-ICRAF focal points (Mali, Burkina, Niger)	Purpose: <i>Ensure effective partnership between ICRAF, National Lead Organizations (NLOs) and implementing partners for the delivery of programme activities</i> <ul style="list-style-type: none"> • Co-Chair the Country Core Team responsible for the coordination and management of programme activities • Work with the Programme Coordinator to ensure that work of key technical and administrative ICRAF staff constructively support the programme 	3	3	3	2

DRYDEV Position	Terms of Reference	Staff Months by Year			
		2015	2016	2017	2018
	<ul style="list-style-type: none"> Participate in Joint Quarterly Monitoring Reviews with corresponding National Lead Organization (NLOs) Support the development and submission of SOW, work plans and budgets by NLOs Support in facilitation and chairing of reflection and re-planning events and corresponding processes 				
28. Sahel Impact Assessment/ PMEL Specialist	<p>Purpose: <i>Supports implementation of the programme impact assessment strategy and DRYDEV PMEL Framework in the Sahel</i></p> <ul style="list-style-type: none"> Provide training and hands-on support to country teams to support them to successfully fulfill their duties and responsibilities under DRYDEV's PMEL Framework Carry out further orientation and training with country teams on DRYDEV's IA strategy In collaboration with the MEIA unit, Research Support Group, and HQ Impact Assessment Specialists, support data collection processes in support of DRYDEV's impact assessment strategy, with a particular focus on Burkina Faso, Mali, and Niger Work with ICRAF institutional and policy specialists to provide guidance on interventions for work packages 6 & 8 	2	2	2	1
29. Regional Water Management Specialist, Sahel	<p>Purpose: <i>Ensure application of appropriate procedures and technologies for water management techniques</i></p> <ul style="list-style-type: none"> Work with the Senior Water Engineer to provide technical guidance to country teams in the characterization of subcatchments, with a particular focus on issues related to water management Support the review and development of subcatchment action plans, with a particular focus on water issues Support the implementation of the Options by Context strategy with special focus on Work Packages 1 & 2 	2	2	2	1
30. Regional Agroforestry/ Land Health Specialist, Sahel	<p>Purpose: <i>Ensure application of appropriate soil and water management techniques</i></p> <ul style="list-style-type: none"> Build capacity of partners to provide appropriate agroforestry and FMNR techniques Supports partners in implementing the Options by Context strategy with special focus on Work Packages 1, 2 and 3 	2	2	2	1
31. Regional Value Chains Specialist, Sahel	<p>Purpose: <i>Support, review and advise on value chain interventions at country level in the Sahel</i></p> <ul style="list-style-type: none"> Work with headquarters based Value Chains Specialist to systematically review all major planned value chain interventions in Sahel and advise accordingly Support the design and implementation of viable business models for enterprise development in collaboration with value chain implementing partners Support implementation of the Options by Context approach with special focus on Work Packages 3, 4 & 5 	2	2	2	1
32. Finance and Compliance Officer, Sahel	<p>Purpose: <i>Ensure overall financial compliance and effective financial management and reporting</i></p> <ul style="list-style-type: none"> Plan and manage the financial operations of the programme in the region ensuring ICRAF policies and procedures are strictly adhered to Ensure financial compliance by all programme partners through detailed review of pertinent financial documentation and physical pre-audits on a six-monthly basis, with particular focus on the Sahel partner Generate accurate financial reports monthly and as and when required and assist monitoring expenditures against budgets 	7	12	12	7

DRYDEV Position	Terms of Reference	Staff Months by Year			
		2015	2016	2017	2018
	<ul style="list-style-type: none"> • Ensure diligent posting of all financial transactions into accounting system in a timely fashion and maintain complete and up to date filing system for all documents to support each financial transaction • Carry out monthly reviews of all documents submitted by the country offices to substantiate the monthly expenditure • Maintain schedules of fixed assets and a filing system within the established format and procedure and ensure data safety • Assist with various financial management requests for the Sahel including partners • Assist with financial information request from auditors(internal and external) donors and partners 				
33. Sahel Communications Officer	<p>Purpose: <i>To support in the translation of programme documentation and roll-out of DRYDEV's communication strategy</i></p> <ul style="list-style-type: none"> • Translate programme plans, reports, and other related documents from French to English and English to French, while verifying with relevant stakeholders that the translation conveys the intention of the author. • Support in the adaption and development of regionally appropriate information, education and communication (IEC) materials • Support the establishment and management of DRYDEV programme knowledge management platform for all partners 	4	6	6	4
34. Sahel Administrative Assistant	<p>Purpose: <i>Provide administrative support</i></p> <ul style="list-style-type: none"> • Assist in the coordination of meetings in order to assure timely and accurate completion, produce minutes for core meetings and tracks action items • Support the programme's staff by facilitating logistics such as meetings, conference rooms, conference calls, etc. • Coordinates all logistics for programme phase events (meetings, planning and review, partner and donor visits, etc.) • Assist with office operations to ensure a smooth workflow, liaising with the operations units for various support services as required. • Work closely with the Finance Unit of ICRAF on financial matters ensuring good book keeping and budget monitoring. 	7	12	12	7
35. Programme Drivers for Mali-Burkina and Niger	<p>Purpose: <i>Provide transportation services to for field activities logistical and administrative support</i></p> <ul style="list-style-type: none"> • Assist in the pick-up and despatch of materials and supplies for the programme, distributing as necessary. • Facilitate movement of programme staff on DRYDEV-related business and field visits • Ensure timely servicing and maintenance of the two programme vehicles • Ensure that the guidelines in the ICRAF Vehicle Policy are adhered to • Prepare and submit vehicle reports on time 	7	12	12	7
36. Sahel Administration Support	<p>Purpose: <i>Supporting administrative responsibilities within the programme</i></p> <ul style="list-style-type: none"> • Planning meetings, drafting letters/reports and scheduling appointments and co-ordinating travel arrangements and preparing administrative reports • Handle travel bookings, request and expense claims for the unit's staff in liaison with the travel office and finance unit • Proper filing and archiving of programme documents including supporting the maintenance of DRYDEV programme knowledge 	12	12	12	7

DRYDEV Position	Terms of Reference	Staff Months by Year			
		2015	2016	2017	2018
	<p>management platform through sharing of programme documents, calendars and latest information.</p> <ul style="list-style-type: none"> Assist with office operations to ensure a smooth workflow, liaising with various support services required as required 				
37. Action Learning Coordinators ¹¹ (East Africa and Sahel)	<p>Purpose: <i>To support meaningful operationalization of the Options-by-Context approach in the DRYDEV Sahel Programme</i></p> <ul style="list-style-type: none"> In close collaboration with the Senior Action Learning Adviser, identify and lead an appropriate transdisciplinary team to roll out the OxC in DRYDEV's identified scaling areas. This will include: a) the identification of promising options for each scaling area; b) the facilitation of participatory processes with farmers to validate and refine these options; c) the provision of implementing partners with effective coordination support and guidance to ensure cost-efficient option implementation; and d) setting up and leading DRYDEV's participatory action learning agenda. Working with ICRAF headquarters and regional and country offices, provide coordination and technical support to implement DRYDEV's impact assessment strategy. This will include working with ICRAF staff and/or DRYDEV's implementing partners to: a) identify observationally comparable intervention and comparison subcatchments; and b) help coordinate and quality control baseline and endline data collection processes and complementary qualitative follow-up investigation, as well as disseminate the findings. Provide support to DRYDEV's complementary PMEL processes. This will involve: a) working with other ICRAF staff to build the capacity of the implementing partners to track outputs and option uptake; b) participating in quarterly monitoring and review exercises spearheaded by DRYDEV's Joint Quality Monitoring Team; and c) helping to set the agenda and carryout relevant background work for, as well as facilitate, the programme's annual reflection and planning exercises. 				

¹¹ Funded by complementary sources

Annex B: Terms of Reference (ToRs) for Country Team staff supporting the DRYDEV Programme

Kenya Country Team

1: ToRs for World Vision Kenya Staff

Project Director:

- Responsible for the overall coordination and delivery of the Programme Consortium within Kenya.
- Provide technical and strategic leadership and management by coordinating the Country Management Team meetings among ICRAF and the implementing partners,
- Oversee the planning, implementing and budgeting of the Programme as well as oversees management finances.
- Responsible for coordinating and networking with relevant parties, including national and county governments, INGOs and farmer organizations.
- Oversee the preparation of Programme documentation (such as MOUs with partners), and compiles and submits consolidated reports as required by DGIS.

Associate Project Director – M,E&L:

- Responsible for coordinating the preparation and roll-out of the comprehensive M&E plan with ICRAF and the implementing partners.
- Lead in the development of the monitoring system and strategy and lead the programme's monitoring process in consultation with project staff, ICRAF and partners, develop indicators for monitoring, and collect information on the status of direct beneficiaries and their day-to-day activities.
- Coordinate capacity building for field staff in data quality standards, provide technical backstopping on monitoring processes and establish a data management system.
- Coordinate documentation of best practices and success stories, publications, and other technical documents, and represent the programme to the consortium, government, and other partners regarding M&E aspects.
- Work with ICRAF and WVA ME&L and Impact Assessment Advisor to guide the programme's mid-term, final evaluations and Programme's action research.

Institution Dev. & Policy Officer:

- Responsible for providing technical support in the review and analysis of public policies, generation and dissemination of position papers and policy briefs.
- Facilitate engagements, forging and nurturing of partnerships with the County Governments, the Civil Society Organizations and the Private Sector.
- Support the strengthening of capacities of the Programme partners and communities on governance,
- Coordinate policy advocacy related to water, food security and rural economic development.

Project Manager:

- Responsible for providing field level technical support in planning, implementation and monitoring including reporting on the programme's progress.
- Provide linkage between the Programme Secretariat based at World Vision, the partners in the field, county level based national and county governments, NGOs, farmers' organizations and other key stakeholders.
- Provide supervision, coaching and mentoring of field level Project staff in consultation with the Project Director,
- Support the M, E and L Specialist in the development and review of the Annual Implementation plans and Budgets as well as in the preparation and documentation of lessons learnt and Programme reports.

Financial Analyst:

- Responsible for taking care of Programme-related financial and administrative management.
- Coordinate financial matters with each national partner organization in preparing budgets according to WVK and ICRAF templates, liaising with the WVA Support Office on cash flows and forecasts.
- Coordinate preparation of monthly finance reports to the Project Director and the WVK Field Finance Team, and half-yearly reports to ICRAF.
- Ensure financial risk assessments, internal and external audits and follow-ups on implementation of audit recommendations are undertaken
- Ensure adherence to financial policies and accounting principles (IATI) by the implementing partners.
- Support procurement, asset management and uploading of reports to relevant databases and systems.

Project Officers (3):

- Responsible for leading and coordinating field level implementation in consultation with field level staff of National Partner Organizations and the Project Manager.
- Support field level stakeholders to attain a sound conceptual understanding of the Programme components.
- Promote sustainable use of Natural Resources for improved water and food security while strengthening capacity of farmer organizations for economic empowerment.
- Monitor and track adoption of practices and technologies by different categories of farmers
- Prepare and submit quality monthly, quarterly, mid-year and annual progress reports in line with WV and ICRAF reporting guidelines and timelines.
- Coordinate learning events, document and share lessons learnt and best practices

Programme Drivers (2):

- Provide logistical and administrative support to the programme office in Karen Nairobi and in the field respectively.
- Assist in the pick-up and despatch of materials and supplies for the programme, distributing as necessary.
- Facilitate movement of programme staff on DRYDEV-related business and field visits from their respective locations.
- Ensure timely servicing and maintenance of the two programme vehicles.
- Prepare and submit vehicle reports on time

2: ToRs for SNV Kenya Staff

Agriculture Sector leader:

- Responsible for the overall partnership management; contracting process, strategic and management meetings
- Provide project monitoring: quality assurance and control on the interventions implementation
- Responsible for organizing internal learning sessions for the project team and guiding the learning agenda
- Reporting to the national lead organization

Project Advisor:

- Responsible for specific target client(s) interventions development
- Develop and provide market oriented business models to support interventions implementation
- Organize the field teams: interventions / assignments implementation (LCB & Service providers)
- Responsible to stakeholders engagement and coordination
- Mentoring and coaching the local capacity builders
- Monitoring the field activities and taking remedial actions
- Responsible for field level partnership linkages and management

Project administrator:

- Responsible for organizing logistics
- Provide timely budget facilitation to field / project assignments
- Responsible for all financial / budget reporting and other related financial issues

Driver

- Facilitate movement to the project staff for field assignment, related business and field visits as per project requirements

3: ToRs for Caritas Kenya Staff

Project Manager

- To be the main contact/representative person for the project at CARITAS Kenya (both internally and at the Consortium/ partnership level).
- Provide overall management of the DRYDEV Project at National level.
- Provide direct technical support and backstopping on activities under Work Packages 1, 2 and 3.
- Offer organizational level Monitoring & Evaluation of project activities as well planning/design learning.

Programme Officer – Water

- Capacity building of WRUAs
- Development and establishment and maintenance of water buffering technologies and infrastructure.
- Preparation and interpretation of the water buffering technical designs.
- Guidance of the field team on implementation of the work packages 1, 2 and 3.

Programme Officer – Food Security

- Oversee the implementation of on-farm Water & Soil management,
- Promotion and support of integrated technical packages and Agricultural commodity production
- Documentation and learning.

Project Officer

- General coordination of the field activities on a day to day basis.
- Play a supervisory role to the field officers in Kalawa and Mtito.
- Facilitate planning of field activities, in liaison and with inputs from the programme officers

Field officers

- Provide safe custody and documentation of procured project supplies as well as office equipment.
- Ensure safe and clean working environment for project staff and office space
- Production of periodic reports

Project Driver

- Ensuring the safe and timely movement of project staffs while executing project activities,
- Ensure the project vehicles are well maintained and cleaned, and proper maintenance of vehicle log sheets.

Project Accountant:-

- Ensure accountability, reliability and accuracy of financial records and reports.
- Preparation of timely financial projections, in liaison with the technical persons.
- Support undertaking of reviews and audits (both internal and external)
- Ensure audit recommendations and implementation as per policy requirement

National Director:-

- Provide organizational level technical guidance.
- Ensures that all planned project activities are implemented in accordance with Caritas Kenya's policies and values, and as per donor approved DIP and budget.

4: ToRs for ADRA Kenya Staff

Project Manager:

- Main contact and representative person for the DRYDEV Programme at ADRA Kenya (both internally and at the Consortium/ partnership level).
- Offer direct technical support and backstopping on activities under WPs 1, 2 and 3.
- To provide team leadership to the Programme team at the field level

Water Officer:

- Facilitate direct implementation of activities on Sub catchment-level natural resource management
- Coordinate capacity building activities for Water Resource Users Associations (WRUAs) and development of sub-catchment management plans and action plans (SCMPs and SCAPs).

- Offer technical guidance with respect to establishment and maintenance of water buffering technologies and infrastructure.

Agriculture Officer:

- Facilitate direct implementation of activities for On-farm Water & Soil management, and development and promotion of integrated technical packages, Agricultural commodity production including climate smart production options

Field Office Custodian:

- Provide safe custody and documentation of procured project supplies as well as field office equipment.
- Ensure safe and clean working environment for project staff and office space.

Project Driver:

- To be in charge of the vehicle assigned to the project.
- Ensure safe and timely mobility of all project staffs while executing project activities

Accountant:

- Ensure accountability, reliability and accuracy of financial records and reports.
- Preparation of timely financial projections, in liaison with the technical persons.
- Support undertaking of reviews and audits (both internal and external)
- Ensure audit recommendations and implementation as per policy requirement

Monitoring and Evaluation Manager:

- Provide organizational level monitoring & evaluation of project activities
- Advice on planning/design learning. This will include review of reports and participation in the M&E team meetings.

Programmes Director:

- Provide Organizational level technical guidance to the field team
- Ensure that all planned project activities are implemented in accordance with ADRA Kenya's policy and values, and as per donor approved DIP and budget.

Finance Director:

- Provide overall financial management and guidance
- Ensure that all project expenditures are carried out in accordance with the organizational financial policy and donor requirements

5: TOR for World Vision Australia Staff

Programme Advisor (Food Security & Evaluation)

- Play a leading role in developing the evidence base for the DRYDEV programme.
- Provides advice to the WVK DRYDEV team on aspects of community development, including gender, livelihoods, and economic development, and support the research and piloting of programming approaches and models in food security / natural resources management.
- Liaise with colleagues in ICRAF, WVE, WVK and WVA to negotiate and schedule technical advice and evaluations, creating documentation for evaluations, provides advice on

programme design, and documents lessons learned from programme models and pilot approaches.

Senior Advisor (Partnership Operations) with WVA in Melbourne.

- Provide leadership and donor relationship management support to the DRYDEV programme.
- Support enhancement of the effectiveness and quality of the programme, and to provide programme performance information to ICRAF in accordance with the conditions of the funding agreements.
- Provide early communication of issues and problems that may erode progress or restrict the disbursement of funds.
- Participate in and contribute to learning activities and advice on technical aspects related to food security, extension processes, and NRM.

Value Chain Advisor:

- Provides advice to the WVK DRYDEV team on aspects of Value Chain Development, market Analysis, improved access to financial services and economic empowerment
- Participate in and contribute to learning activities and advice on technical aspects related to Value Chain Development, Market Analysis, Financial Services and Economic Empowerment.

Ethiopia Country Team

1- WV Ethiopia

Programme Manager

- Overall strategic leadership and programme management
- Leading Planning, budgeting and implementation of the programme and overseeing financial management
- Coordinating and networking with relevant partners, including government, iNGO and CBOs

Technical Coordinator

- Providing technical support and capacity development to implementers on major programme components (watershed management, FMNR, economic development)
- Coordinating with the implementing partners and the regional governments
- Liaising with research institutes and other stakeholders to engage them with the programme

Monitoring & Evaluation Specialist

- Coordinating the overall PMEL processes
- Monitoring programme progress and processes, compiling data and building evidence on success
- Compiling programme reports, documenting and publishing successful practices and technical guidelines
- Maintain data base

Senior Value Chain (VC) Advisor (TBA)

- Coordinating the overall VC activities
- Providing technical assistance in VC development to all Implementing partners
- Ensuring integration of VC work with other work packages

Communication Specialist (TBA)

- Coordinating with Implementing partners and ICRAF to collect and communicate programme outcomes and activities
- Collecting and sharing evidence on policy constraints and opportunities
- Keeping various stakeholders informed of the programme progress

Finance Manager

- Preparing budgets and financial reports according to WVE and ICRAF's requirements
- Liaising with the WVA Support Office on cash flows and forecasts
- Undertaking financial risk assessments and assisting with audits and audit recommendations

Programme Accountant

- Handling day to day financial transactions and reporting
- Assisting finance manager in coordinating finance matters with each implementing partner
- Assisting programme management in procurement and asset management

Programme Officers (2- one each for Tigray & Oromia regions)

- Leading and coordinating delivery of the DRYDEV programme i.e. contributing to action plans, coordinating the rollout at the field and leading or directing various programme activities
- Networking and coordinating with various local stakeholders
- Visiting the field regularly to monitor progress and processes, and compiling field information

Development Facilitator/ Extension Agents (2- one each for Tigray and Oromia Regions)

- Working with target households, groups and communities to implement the programme in target districts
- Collaborating with the government and other partners to facilitate execution of various activities

Drivers (2- one serving Addis Ababa & Boset and one in T. Amba)

- Providing logistical and administrative assistance to the programme and field office
- Taking care of the vehicle assigned to them.

2- WV Australia**Senior Advisor Partnership Operations**

- Backstopping and donor relationship management in East Africa
- Liaise with the Ethiopia DRYDEV programme and WVA office in accordance with the conditions of the funding agreements and communicate of any issues
- Ensure MoU & SOW are respected

Programme & Evaluation Advisor

- Backstopping the development of evidence base for the DRYDEV programme in East Africa
- Providing technical advice on MAE & gender mainstreaming
- Supporting the research and piloting of programming approaches and models
- Providing technical support for cross learning and sharing lessons

Value Chain Advisor

- Providing technical support, capacity-building and back-stopping to activities related to commodity production, enhancing market access and access to finance in consultation with WVE and ICRAF

3- EOC-DICAC

Programme Officer

- Serving as the focal person for DRYDEV programme at the EOC-DICAC HQ
- Providing technical and managerial support to the programme
- Preparing action plans and ensuring implementation modalities of the programme are in line with ICRAF, WVE and EOC-DICAC requirements and regulations
- Reviewing and submitting periodic programme reports to concerned bodies
- Mobilize EOC HQ Senior experts to support the field staff

Programme Coordinators (2- one each for Gursum & Jarso districts)

- Managing and coordinating the overall programme activities at the district level
- Establishing smooth working environment and communication with the relevant government offices and other stakeholders in the respective districts
- Preparing and submitting periodic narrative reports as per the programme requirement
- Closely work with District Government Marketing, Cooperative, water, NRM and food security offices

Programme Accountants (2- one each for Gursum & Jarso districts)

- Preparing programme budgets and fund requests
- Preparing periodic financial reports as per the requirement of EOC-DICAC and funding partner
- Preparing and maintaining relevant documents such as payroll

Development Agents (4- two each for Gursum & Jarso districts)

- Mobilizing communities in respective Kebeles to participate in and contribute to the programme
- Working closely with the community and government development and extension workers in the target Kebeles and creating awareness about the programme implementation modality
- Identifying the weaknesses and strengths of farmer organizations and providing technical support
- Following-up the programme activities in the respective Kebeles

Secretary / cashier

- Making payments as per the approval of the programme coordinator and accountant
- Managing petty cash transactions and ensuring proper documentation
- Providing secretarial services to the programme office/staff

Driver

- Providing logistical and administrative assistance to the programme office
- Taking care of and appropriately handling the vehicle
- Maintaining the log book of the vehicle services to staff

4- REST

Programme Coordinator

- Ensuring the proper implementation of the DRYDEV programme
- Conducting PMEL activities and compiling monthly, quarterly, semi-annual and annual reports
- Undertaking field visits to monitor the progress

Sector Head

- Providing overall technical and managerial support to the programme at REST HQ
- Liaising with WV and other key stakeholders
- Preparing action plans and ensuring implementation modalities of the programme are in line with ICRAF, WVE and REST requirements and regulations
- Preparing/reviewing and submitting periodic programme reports to concerned bodies

Soil & Water Conservation Expert

- Providing technical support in the area of soil and water conservation (SWC)
- Coordinating the overall soil and water conservation interventions
- Providing training and following up the overall SWC activities

Forestry Expert

- Providing technical support in the area of forestry
- Coordinating the overall forest development interventions in the two targets districts
- Providing trainings to district level forest development army and other relevant stakeholders

Livestock Expert

- Providing technical support to staff located at the district level and farmers
- Arranging and providing necessary livestock related trainings to farmers and district staffs
- Following up on the overall livestock activities being implemented under the DRYDEV programme

Crop Development Expert

- Providing crop-related technical expertise to staff located at district level
- Arranging and providing crop-related trainings to staff, farmers and other participants
- Ensuring smooth implementation of crop development activities

Marketing Expert

- Ensuring achievement of activities directly related to commodity production outcomes, enhancing market access and strengthening
- Providing technical support to programme participants to implement value chain activities in the two districts
- Ensuring that implementation is as per the plan and is in line with the programme approaches

Cooperative Expert

- Providing support to farmers to establish farmer organizations
- Strengthening farmers associations and users groups
- Creating linkages among farmers and farmer organizations

District Coordinators (Kilte Awlaelo and Seharti- Samre)

- Ensuring timely and smooth implementation of programme activities in respective districts
- Coordinating with and leading various sector experts
- Liaising with other stakeholders in district and coordinating with REST HO

Accountant

- Preparing programme budgets and fund requests
- Preparing periodic financial reports as per the requirement of REST and funding partner
- Preparing and maintaining relevant formats and documents such as payroll, minutes, attendance sheet etc

Secretary Cashier

- Making payments as per the approval of the programme coordinator and accountant
- Managing petty cash transactions and ensuring proper documentation
- Providing secretarial services to the programme office/staff

Driver

- Providing logistical and administrative support to the programme office
- Taking care of and appropriately handling the programme vehicle
- Maintaining the log book of the vehicle services to staff

Burkina Faso Country Team

ToRs for Réseau MARP Staff**Country Team Manager**

Overall leadership for Burkina Faso DRYDEV Programme including:

- Facilitating Burkina Country team operations
- Ensuring liaison between project partners, strategic partners and other stakeholders
- Facilitating joint programming of country work plans
- Overseeing programme resources and assets including finances
- Supporting in-country partners planning monitoring and evaluation
- Leading on DRYDEV Programme reporting matters

Réseau MARP Coordinator:

- Coordinating inputs from Réseau MARP team
- Providing technical and administrative support to the Country Team Manager
- Supporting joint country team planning
- Line-managing project staff under own responsibility
- Coordinating inputs from Réseau MARP team

Réseau MARP Financial Director:

- Providing financial management support to Country Team Manager
- Overseeing the maintenance of the integrity of financial records
- Establishing adequate procedures for finance management and control in line with established processes and procedures
- Supervising the Project Accountant
- Supporting programme auditing

WP2 & WP3 Manager:

- Providing overall day-to-day management of WP2 & WP3
- Coordinating field supervision for WP2 & WP3 in close collaboration with project partners
- Providing relevant technical support
- Supervising field staff
- Supporting Programme Planning, Monitoring, Evaluation and Learning

- Providing inputs into Programme Reporting

Technical Director:

- Providing technical backstopping to WP2 & WP3 Manager
- Assisting with Programme Planning, Monitoring, Evaluation and Learning
- Supporting Programme Reporting
- Line-managing WP2 and WP3 Manager

PMEL Officer:

- Supporting Programme Planning, Monitoring, Evaluation and Learning in close collaboration with ICRAF and Burkina Country Team
- Providing field support for PMEL activities under WP7 including tracking number of target farmers, uptake of options proposed , technologies and practices
- Assisting Country Team Manager with Programme reporting

Accountant:

- Assisting with budget preparation and project expenditure tracking
- Maintaining financial records
- Managing project petty cash
- Providing day-to-day support to Country Team Manager and Reseau MARP Financial Director in finance matters
- Supporting project audit

Communication Officer:

- Supporting implementation of DRYDEV communication strategy
- Developing own work plan in consultation with ICRAF Communication team
- Coordinating field visits to target beneficiaries to produce communication materials
- Liaising with local media to share successful farmer initiatives and programme success stories

Administrative Officer:

- Providing administrative support to Country Team Manager and Reseau MARP staff
- Ensuring up-to-date filing and back up of programme documents

Logistic Officer:

- Managing procurement of project goods and supplies as per established procedures
- Providing day-to-day management of project assets
- Assisting with logistic arrangement for programme events and workshops
- Supervising project drivers

Drivers:

- Providing day-to-day logistic support to the Reseau MARP and Country team
- Assisting with programme staff field visits
- Ensuring proper maintenance of project vehicles

Reseau MARP Board:

- Overseeing Reseau MARP operations under DRYDEV
- Monitoring Memorandum of Understanding and Statement of Work established under DYDEV

- Accountable to ICRAF for overall programme performance in Burkina Faso

ToRs for SNV Burkina

Project Manager:

- Create a detailed work plan which identifies and sequences the activities needed to successfully complete the project
- Determine the resources (time, money, equipment, etc.) required to complete the project
- Develop a schedule for project completion that effectively allocates the resources to the activities
- Review the project schedule with senior management and all other staff that will be affected by the project activities; revise the schedule as required
- Recruit, select counsel, and discipline experts for the project; communicating assignments expectations
- Achieve operational objectives by contributing information and recommendations to strategic plans and reviews; preparing and completing action plans; implementing production, productivity, quality, and customer-service standards; resolving problems; identifying trends; determining system improvements; implementing change.
- Meet financial objectives by forecasting requirements; preparing an annual budget; scheduling expenditures; analyzing variances; initiating corrective actions.
- Determine the objectives and measures upon which the project will be evaluated at its completion
- Execute the project according to the project plan
- Develop forms and records to document project activities
- Set up files to ensure that all project information is appropriately documented and secured
- Monitor the progress of the project and make adjustments as necessary to ensure the successful completion of the project
- Establish a communication schedule to update stakeholders including appropriate staff in the organization on the progress of the project
- Write reports on the project for management and for funders

Senior Quality control manager:

- Review the quality of the work completed with the project team on a regular basis to ensure that it meets the project standards
- Ensure that the project deliverables are on time, within budget and at the required level of quality
- Evaluate the performance of the project manager
- Provide technical inputs on quality delivery;
- Coach the project manager to mitigate issues and risks
- Planning, monitoring, appraising, and reviewing expert's contributions; planning and reviewing compensation actions; enforcing policies and procedures.
- Support the project manager in recruiting, interviewing and selecting staff and/or volunteers with appropriate skills for the project activities

General support officer (accountant and logistics):

- Ensure the project billing process, including responding to client inquiries, verifying employee's chargeable time; in accordance with the established accounting standards and billing policy

- Address and resolve all billing issues
- Effectively communicate with Project Manager (PM regarding contract documents, change orders and other contract modifications, approvals, and any additional services-related to billing
- Prepare final invoice package containing draft and final invoices for all billable projects, including all applicable backup for approval by the Finance manager
- Assess and pursue opportunities for maximization of client billing
- Research any unbilled issues to optimize the billing possibilities for the billing period.
- Maintain the billing folders for the project, with all the appropriate documents, including expenses, consultant invoices, in accordance with standard procedures
- Work with the cash receipts to reconcile variances that occur in the application of cash
- Generate and distribute monthly reports
- Recommend and implement agreed process improvements to the billing cycle
- Ensure proper management of logistics issues (equipment procurement process, management of cars for the project, etc.)

Administrative and Finance manager:

- Prepare financial reports and supporting documentation for funders as outlined in funding agreements
- Monitor and approve all budgeted project expenditures
- Monitor cash flow projections and report actual cash flow and variance to senior management on a regular basis (monthly/bimonthly)
- Manage all project funds according to established accounting policies and procedures
- Ensure that all financial records for the project are up to date
- Complete audits
- Review weekly time sheets

Country Director / Representation:

- Ensure effective liaison with the donor and partners
- Lead the development and management of systems across the partnership necessary for the long term management of the programme
- Support the development and implementation of consortium management structures and
- Represent the programme externally
- Manage the strategic aspects of large engagements and mitigates any risk
- Oversee senior managers and project managers working on the assignment
- Review high-level deliverables
- Develop, implement, and maintain sound business practices
- Ensure practice meets or exceeds budgeted financial objectives, including revenue and margin

A3: ToRs for TREE AID Staff

Project Coordinator

- Lead technical coordination of project implementation (WP1 & WP8)
- Liaise with project partners for joint planning, monitoring and evaluation
- Oversee project reporting
- Review and budget for annual implementation plan
- Document lessons learnt

Project Officer

- Provide day-to-day support of project implementation
- Oversee field implementation of WP1
- Monitor and track adoption of practices and technologies by different categories of farmers
- Prepare quality monthly, quarterly, mid-year and annual progress reports as required
- Monitor the field activities and taking remedial actions where required

Project Assistant

- Manage field level-partnership linkages
- Provide logistical and administrative support to the project team
- Provide timely budget facilitation for field activities

UK Finance Manager

- Provide support for financial and technical reporting
- Manage funding requests to donors and all necessary transfers for a proper implementation of activities
- Make the review of the DRYDEV financial report
- Make funds transfers for DRYDEV project Operation management
- Ensure that the overall financial management are in accordance with the policies and requirements

UK Contract Officer

- Develop Memorandum of Understanding, Statement of work and partnership agreements under DRYDEV
- Reviewing compliance of all contracts that will be established at project level
- Supporting the WAO team in the implementation of DRYDEV project.

Director West Africa Operations

- Provide leadership to the TREE AID team involved in the DRYDEV Project
- Participate in the project'S regular high-level meetings
- Ensure all the project staff are performance managed and supported in delivering their job plans
- Oversee the effective technical delivery of WP1 & WP8
- Oversee financial and operational accountability for all TREE AID's work in West Africa, with direct responsibility delegated to the Deputy Director

Deputy Director West Africa

- Accountable for ensuring DRYDEV project meets its objectives and is delivered on time and on budget covering the entire project delivery cycle from inception to end of project evaluation
- Accountable for the efficient allocation and use of resources in delivering DRYDEV project within a dynamic matrix management structure
- Accountable for contract control processes for DRYDEV project with direct responsibility delegated to project leaders
- Work with Operations and Finance teams to ensure that the project and financial management systems and procedures are effective
- Ensure use of project finances to agreed plans
- Line-manage the DRYDEV project Coordinator.

- Accountable for accurate and timely budget planning, monitoring and reporting for the project.

Finance and Resources Manager

- Provide reliable and timely financial information and analysis:
- Ensure the continuing integrity of the project financial records and internal controls, with consistency of systems and procedures across the wider organization
- Ensure the provision and maintenance of financial, human and office resources
- Support Programme Implementation

Natural Resources Manager

- Management and technical support for WP1 and WP8
- Support for Project Planning, Monitoring, Evaluation and Learning
- Facilitate external reviews of the project

Natural Resources Field Support Assistant

- Support for the Training farmers in agroforestry, nursery establishment, FMNR
- Field data collection and reporting

Mali Country Team

SAHEL ECO (LEAD ORGANIZATION Bamako)

Executive Secretary Sahel Eco

- Execute general administration tasks and supervise overall implementation of the DRYDEV programme
- Ensure that all planned project activities are implemented in accordance with Sahel Eco policy and values, and as per donor approved DIP and budget.
- Serve as main contact and representative person for the DRYDEV Programme with partners,
- Insure that all deliverables are submitted on due time,
- Support National Coordinator in the implementation of WP8 on policy influencing,
- Participate to quarterly monitoring of the programme

National Coordinator

- Provide overall coordination of the DRYDEV programme with partners,
- Elaborate the terms of references for different activities at the programme coordination level,
- Provide technical comments and guidance for all deliverables submitted by implementing partners and others services providers,
- Play leading role in the implementation of WP8 on policy influencing,
- Organize and participate to quarterly monitoring of the programme,
- Coordinate with implementing partners and the M&E officer, the elaboration of programme's progress report,

Project M&E Officer

- Responsible for coordinating the preparation and roll-out of the comprehensive M&E plan with ICRAF and the implementing partners.

- Lead in the development of the monitoring system and strategy and lead the programme's monitoring process in consultation with project staff, ICRAF and partners, develop indicators for monitoring, and collect information on the status of direct beneficiaries and their day-to-day activities.
- Coordinate capacity building for field staff in data quality standards, provide technical backstopping on monitoring processes and establish a data management system.
- Coordinate documentation of best practices and success stories, publications, and other technical documents,
- Work with ICRAF and Sahel Eco ME&L and Impact Assessment Advisor to guide the programme's mid-term, final evaluations and Programme's action research,
- Participate in annual planning and review meeting.

Financial Director Sahel Eco

- Provide overall financial management for the DRYDEV programme in Mali,
- Ensure that all project expenditures are carried out in accordance with Sahel Eco financial management policy and donor requirements,
- Elaborate overall financial reports for the DRYDEV programme in Mali.

Assistant Accountant

- Accounting of expenditures for the lead organization,
- Initiate payment for approved budgets,
- Keep expenditures records,
- Assist the Financial Director in the overall financial reporting for the DRYDEV programme in Mali.

Project Drivers

- Provide logistical and administrative support to the programme coordination team in Bamako
- Transport staff in the field
- Ensure the project vehicles are well maintained and cleaned, and proper maintenance of vehicle log sheets.

Administration support staff (Office secretary, office driver, office guardian)

- Sign partnership agreements,
- Lead equipment and services procurement,
- Provide administrative secretariat services,
- Transport of staff and distribution of administrative correspondences,
- Office security.

Sahel Eco (Bandiagara & Bankass)

Field Project Officer (based in the field)

- Overall coordination & technical direction for DRYDEV in the field (region of Mopti),
- Planning, implementation, monitoring including reporting on the programme's activities (WP1, 2, 3 and 6) on a monthly basis to the National Coordinator and the Executive Secretary,
- Provide linkage between the Programme Lead Coordination Team based at Bamako and the partners in the region of Mopti

- Provide supervision, coaching and mentoring of field level Project staff in consultation with the Executive Secretary and the National Coordinator,
- Support the Monitoring Evaluation and Learning Officer in tracking indicators including inter alia the numbers and types of farmers being supported under the programme as well as the extent of adoption of the promoted options (technologies and practices), factors which drive technology adoption, benefits of male, female and vulnerable farmer gained from sales of agro-sylvo pastoral products,
- Participate to annual review and planning process.

Field Facilitators (5 field facilitators)

- Responsible for the day to day implementation of the activities,
- Mobilize the communities for the adoption of the techniques being promoted by the programme,
- Organization of training and awareness raising sessions,
- Identify champions farmers to be supported directly by the programme to establish demonstration plots (On-farm rain water harvesting promotion, agroforestry techniques, soil conservation and fertility enhancement,
- Participate in surveys for base line data collection and farmers interventions tracking to inform indicators of the programme,

Field administrative support staff (account, guard)

- Initiate payment for approved budgets,
- Ensure that procedures are respected for good financial management,
- Keep financial records and reports,.
- Provide safe protection field office and equipment
- Ensure clean working environment for project staff and office space

AMEPPE (Segou&Tominian)

Field Project Officer (based in the field)

- Overall coordination & technical direction for DRYDEV in the field activities in the region of Segou,
- Planning, implementation, monitoring including reporting on the programme's activities (WP1, 2, 3 and 6) on a monthly basis to the National Coordinator,
- Provide supervision, coaching and mentoring of field activities in the region of Segou
- Support the Monitoring Evaluation and Learning Officer in tracking indicators including inter alia the numbers and types of farmers being supported under the programme as well as the extent of adoption of the promoted options (technologies and practices), factors which drive technology adoption, benefits of male, female and vulnerable farmer gained from sales of agro-sylvo pastoral products,
- Participate to annual review and planning process.

Field Facilitators (5 field facilitators)

- Responsible for the day to day implementation of the activities,
- Mobilize the communities for the adoption of the techniques being promoted by the programme,
- Organization of training and awareness raising sessions,

- Identify champions farmers to be supported directly by the programme to establish demonstration plots (On-farm rain water harvesting promotion, agroforestry techniques, soil conservation and fertility enhancement)
- Participate in surveys for base line data collection and farmers interventions tracking to inform indicators of the programme

Administrative support staff (Director, Account, Guard)

- Signing of sub-contract with Lead Organization
- Initiate payment for approved budgets according to the conditions of the donor and agreement signed
- Ensure accountability, reliability and accuracy of financial record and report,
- Keep financial records and reports
- Insure that all deliverables are submitted on due time
- Provide safe protection field office and equipment
- Ensure clean working environment for project staff and office space

AMEDD (Koutiala & Yorossao)

Field Project Officer (based in the field)

- Overall coordination & technical direction for DRYDEV in the field activities in the region of Sikasso
- Planning, implementation, monitoring including reporting on the programme's activities (WP1, 2, 3 and 6) on a monthly basis to the National Coordinator
- Provide supervision, coaching and mentoring of field activities in the region of Sikasso
- Support the Monitoring Evaluation and Learning Officer in tracking indicators including inter alia the numbers and types of farmers being supported under the programme as well as the extent of adoption of the promoted options (technologies and practices), factors which drive technology adoption, benefits of male, female and vulnerable farmer gained from sales of agro-sylvo pastoral products
- Participate in the annual review and planning process

Field Facilitators (5 field facilitators)

- Responsible for the day to day implementation of the activities
- Mobilize the communities for the adoption of the techniques being promoted by the programme
- Organize training and awareness raising sessions
- Identify champions farmers to be supported directly by the programme to establish demonstration plots (On-farm rain water harvesting promotion, agroforestry techniques, soil conservation and fertility enhancement)
- Participate in surveys for base line data collection and farmers interventions tracking to inform indicators of the programme

Administrative support staff (Director, Account, Guard)

- Manage the signing of sub-contract with Lead Organization
- Initiate payment for approved budgets according to the conditions of the donor and agreement signed
- Ensure accountability, reliability and accuracy of financial record and report

- Keep financial records and reports
- Insure that all deliverables are submitted on due time
- Provide safe protection field office and equipment
- Ensure clean working environment for project staff and office space

OXFAM AMERICA (Crosscutting)

Coordinator WP 4 & WP5

- Lead implementation of WP 4 and 5 across the fifteen sub-catchment targeted by DRYDEV programme
- Ensure that activities in the field are implemented with field partners in accordance with the agreed plan and budget and implementation strategy
- Prepare the elaboration of progress reports and documentation of best practices and success stories, publications, and other technical documents for lobbying arguments related to market and financial services
- Participate in country team meetings

Business and Market Development Advisor

- Work with other field implementing partners (Sahel Eco, AMEDD, AMEPPE) to implement WPs 4 (business and market access)
- Conduct market analysis for selected value chains
- Develop appropriate market information system
- Provide capacity building to field implementing partners staff on WP4
- Provide documentation and learning on WP4

Financial services Advisor

- Work with other field implementing partners (Sahel Eco, AMEDD, AMEPPE) to implement WP5 (financial services)
- Provide capacity building to field implementing partners' staff on WP5
- Establish and strengthen village savings and credit associations
- Documentation and learning on WP5

Administrative support staff (Director, Account, Guard)

- Signing of sub-contract with Lead Organization for the implementation of WP4 and WP5
- Initiate payment for approved budgets according to the conditions of the donor and agreement signed
- Ensure accountability, reliability and accuracy of financial record and report
- Keep financial records and reports
- Ensure that all deliverables are submitted on due time
- Provide safe protection field office and equipment
- Ensure clean working environment for project staff and office space

Niger Country Team

1: ToRs for CARE Niger

Project coordinator:

- Provides overall programme management and leadership on strategic and operational issues for Country team
- Oversees CARE's programme staff
- Manages relations and communications with implementing partners and ICRAF
- Ensures overall programme budgeting and reporting to CARE and ICRAF

Project Deputy Project coordinator:

- Assists Project coordinator in his tasks
- Provides strategic and operational quality control and oversight
- Contributes to M&E
- Coordinates communication activities

Project Monitoring & Evaluation specialist:

- Coordinates Planning Monitoring Evaluation and Learning processes and technical support for DRYDEV's PMEL activities

Project Accountant/ Administrative assistant:

- Ensures accounting and reporting of all programme expenses and budget consumption
- Assists in preparation of budgets
- Manages implementing partnership agreements
- Assists programme staff with administrative tasks

Project Driver:

- Ensures programme vehicle operation and maintenance and respect of CARE's safety and security guidelines for programme staff and visitor travel

Assistant Country Director:

- Provides oversight of programme and staff and ensures conformity with CARE's operating standards and principals
- Approves high level expenditures and implementing partnership agreements
- Assists in developing strategic partnerships, synergies and relations with other actors and programmes in the country and region

Impact Measurement, Accountability, Learning - Technical Manager:

- Ensures conformity with CARE's impact measurement and learning standards
- Ensures that programme reporting is integrated into CARE's reporting system and satisfies reporting needs

Country Director:

- Ensures overall conformity with CARE's strategic vision and objectives
- Assumes responsibility for and approves all partnership agreements with implementing partners and ICRAF

Finance Controller:

- Ensures overall financial stewardship for programme funds in accordance with partnership agreements and in conformity with CARE accounting standards, systems, and risk management strategies; approves all budgets and financial reports

Administrative/HR Manager/Procurement:

- In accordance with CARE's standards and procedures: manages programme staff employment descriptions and performance reviews, recruits staff and consultants for programme activities
- Manages staff and consultant contracts and payments; ensures purchase of programme commodities
- Provides logistical support for staff travel, oversight for the programme's vehicle, and supervision the programme driver

Security manager:

- Ensures staff travel conformity with CARE's safety and security regulations
- Informs and advises programme staff of security concerns and threats
- Organizes security escorts for travel in insecure areas

2: ToRs KARKARA Niger Staff

Focal point:

- Overall programme management
- Assists Municipal Facilitator with programme planning and implementation
- Co-leads technical field work on Work Packages 1, 2 and 4 (especially NTPF development) and oversees process consultants on Work Packages 1 and 4

Municipality facilitator (MF):

- Implements and reports activities relevant to their municipality
- Conducts data collect (M-E) and participates in evidence tracking

Regional Coordinator:

- Financial management of field activities
- Ensures synergies between DRYDEV and Karkara interventions
- Provides coaching to the facilitator

Finance Officer/DAF:

- Ensures quality control of budgets and financial reports
- Prepares audited accounts and approves financial reports

Executive Secretary:

- Ensures quality of field achievements
- Contributes to partnership and communication management
- Co-signs the financial reports and partnership contracts

Director of Technical Operations:

- Supports planning and quality assurance
- Participates in preparation of technical reports

3: ToRs for AREN Niger Staff

Focal point:

- Overall programme management
- Assists Municipal Facilitator with programme planning and implementation
- Co-leads technical field work for Work Package 1

Municipality facilitator:

- Implements and reports activities relevant to his municipality
- Conducts data collect (M-E) and participates in evidence tracking

Accountant:

- Ensures preparation of budgets and accounting of programme expenses
- Accountability & reporting

Executive Secretary:

- Ensures quality of field achievements
- Contributes to partnership and communication management
- Co-signs the financial accounts and partnership contracts

Programme manager:

- Supports planning and quality assurance
- Participates in preparation of technical reports

4: ToRs for RAIL Niger Staff

Focal point:

- Overall programme management
- Assists Municipal Facilitator with programme planning and implementation
- Co-leads technical field work for Work Package 1, 2, and 3

Municipality facilitator:

- Implements and reports activities relevant to his municipality
- Conducts data collect (M-E) and participates in evidence tracking

Programme manager:

- Supports planning and quality assurance
- Participates in preparation of technical reports

Accountant:

- Ensures preparation of budgets and accounting of programme expenses
- Accountability & reporting

Driver:

- Ensures vehicle operation and maintenance for staff travel related to programme implementation

5: ToRs for CRESA Niger Staff

Focal point:

- Provides overall programme management
- Assists Municipal Facilitator with programme planning and implementation
- Contributes expertise for Work Packages 1, 2, 3, 4 and 6
- Oversees process consultants on Work Packages 2, 4 and 6

Municipality facilitator:

- Implements and reports activities relevant to his municipality
- Conducts data collection (M-E) and participates in evidence tracking

Accountant:

- Ensures preparation of budgets and accounting of programme expenses
- Accountability & reporting

Secretary:

- Provides administrative and secretarial support to the programme Focal Point, municipal facilitator, and process consultants

Driver:

- Ensures vehicle operation and maintenance for staff travel related to programme implementation

6: ToRs for World Vision Niger Staff

Focal point:

- Overall programme management
- Assists MF on the programme planning and implementation
- Co –lead technical field work for Work Package 3-5

Municipality facilitator (MF):

- Implements and reports activities relevant to his municipality
- Conducts data collect (M-E) and participates in evidence tracking

Team leader:

- Supervises the facilitator
- Provides or facilitates transactions and transportation between the villages and with Head office in Niamey
- Oversees and approves programme field expenditures
- Acts as the deputy focal point in the absence of the main focal point

Accountant:

- Ensures preparation of budgets and accounting of programme expenses, accountability & reporting

7: ToRs for OXFAM Niger Staff

Focal Point:

- Ensures planning and implementation quality on value chain development, accessing financial services, innovation platforms, and advocacy in Work Packages 4, 5, 6 and 8
- Trains Niger country team on Oxfam's areas of expertise

Programme Manager:

- Oversees and supports the Focal Point
- Ensures compliance with expenditure procedures
- Reviews and validates schedules and ToR, contributes to reports

Accountant:

- Manages programme funds and ensures preparation of budgets and accounting of programme expenses, accountability & reporting