



Food and Agriculture
Organization of the
United Nations



IFAD

Investing in rural people



FAO IFAD

Complementarity and cooperation

Foreword



Working together to help feed the world

The 17th Sustainable Development Goal (SDG) agreed by world leaders in 2015 is “Partnerships for the Goals.” The Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural

Development (IFAD) are two organizations that are living up to this call to work together. In fact, we have a partnership that goes back decades.

Two agencies, two mandates, one commitment: to help rid the world of hunger, poverty and malnutrition.

At a time when world attention is seized with the crises of migration and forced displacement, conflict, environmental degradation and climate change, FAO and IFAD are keenly aware that development must treat the underlying causes of desperation, inequality, and unsustainable ways of living on the planet.

FAO and IFAD have a shared vision, backed by technical expertise, which looks to the structural, longer-term causes of the scourges

the world now aims to eradicate. Together and independently, our practices are geared toward providing sustainable solutions to food insecurity and lasting exits from the poverty trap. Together we are reaching marginalized and forgotten people who have too often been overlooked in development efforts.

Three-quarters of the world’s poorest and hungriest people live in rural areas, where agriculture is the mainstay of most livelihoods. These rural people are also our partners. They have vast potential to improve food security and nutrition—for themselves, their communities and their countries. To do that they need access to knowledge, technology, new crop varieties and sustainable techniques, infrastructure and services, and modern markets offering new opportunities as demand for food increases. The work of both FAO and IFAD puts tools and global public goods within the reach of smallholder farmers and other rural people, with which they can improve their lives.

FAO’s mandate is to assist Members States in their efforts to ensure that people have regular access to enough high-quality food. It supports policies and political commitments that promote food security and good nutrition, and makes sure that up-to-date information about hunger and malnutrition challenges and solutions is both available and actually accessible. By turning knowledge into action, FAO links ground-level realities to national, regional and global initiatives in a mutually reinforcing cycle.

IFAD is a UN agency and an international financial institution. Investing through grants and concessionary loans, it supports initiatives aimed at enabling poor rural women and men to improve their food and nutrition security, increase their incomes and strengthen their resilience. It also advocates globally for rural policy issues and fosters greater awareness of why eliminating poverty and food insecurity depends so critically on greater investment in agriculture and rural development. The agency also seeks to leverage its own financing offer by mobilizing increased funding from a range of partners for projects that transform rural areas.

At a time of increasing competition for resources, FAO and IFAD are instead working together, recognizing their comparative advantages, actively sharing knowledge at headquarters and in the field, and taking advantage of opportunities to achieve economies and efficiencies. We host each other's offices in 40 countries, and even more

importantly, we are working together for the benefit of rural people.

For example, FAO and IFAD have joined forces to tackle growing youth unemployment in six countries of the Caribbean, enhance sustainable apricot production and export markets in Armenia, and help Mozambican smallholders adopt climate-smart agriculture techniques to better grow cassava for themselves and for urban markets. We leverage what we know best in order to get the most out of resources and deliver value for money to our Members. We are turning commitments into results.

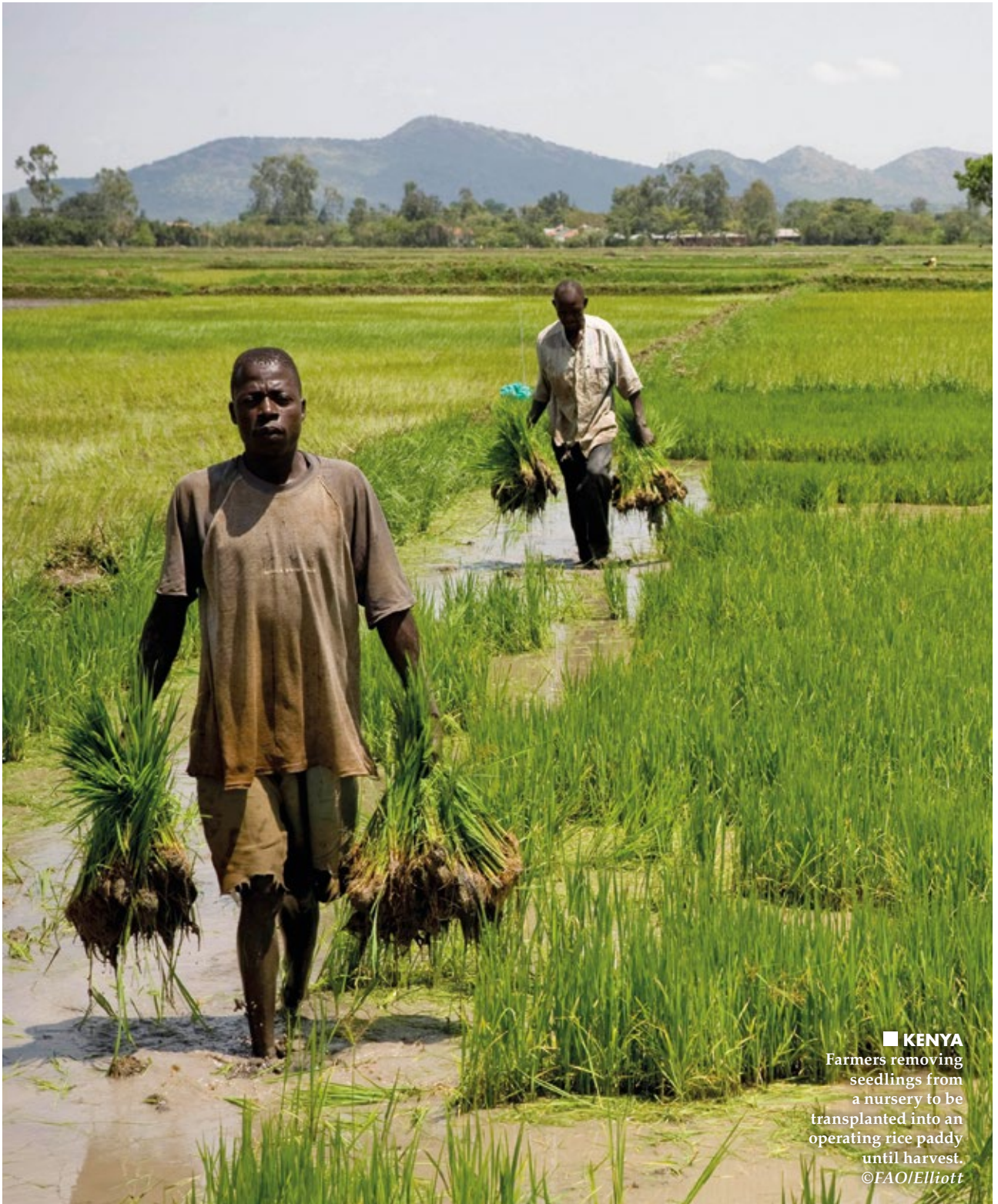
The 2030 Agenda vows to “leave no one behind” in striving toward achieving the SDGs. This will require effective partnerships and a spirit of collective action on all sides. FAO and IFAD have a track record of rising to this challenge and are committed to deepening our collaboration as we go forward toward a world free of poverty and hunger.

José Graziano da Silva
FAO Director General



Kanayo F. Nwanze
President of IFAD





■ **KENYA**
Farmers removing
seedlings from
a nursery to be
transplanted into an
operating rice paddy
until harvest.
©FAO/Elliott

■ Introduction

FAO and IFAD: A long history of effective cooperation in fighting hunger and rural poverty

The Food and Agriculture Organization and the International Fund for Agricultural Development are natural partners, sharing professional and material resources as well as a common host city, Rome. As United Nations agencies, they have different specialties and mandates but share the same goals of eradicating hunger and malnutrition and a focus on supporting those living in poverty in rural areas. Given the protracted and recurrent nature of contemporary crises, and the world's approval of the Sustainable Development Goals, it is all the more essential that all UN agencies and partners work across mandates, sectors and institutional boundaries.

FAO and IFAD have a nearly 40-year history of just that kind of synergy-seeking cooperation. Our respective mandates are closely intertwined, with FAO serving as one of the largest technical knowledge and normative agencies specializing in food, agriculture and rural development, and with IFAD managing one of the largest rural investment portfolios among international financing institutions, with a unique potential to scale up innovations and foster inclusive rural transformation through its financed projects and policy engagement. The two missions are increasingly connected, involve responding to the needs of the same countries and ultimately engaging similar communities as partners – be they remote households in the tropical Congo Basin or marginalized pastoralists in the highlands of Central Asia.

Leveraging comparative advantage

The two agencies have substantial experience in bringing their comparative advantages to bear – always at the request of countries – on producing sustainable collective outcomes. Our on-the-ground collaboration entails multi-year planning, the design of investment projects, as well as the assessment, monitoring and capacity building initiatives to bolster the ability of national stakeholders to sustain the efforts and scale up successful results.

As UN agencies both IFAD and FAO have an ongoing commitment to national governments and in-country stakeholders, particularly target groups such as smallholder farmers, rural women and youth and indigenous peoples. This entails supporting governments in implementing rural development strategies and investment operations, policy commitments (for example the Voluntary Guidelines for Responsible Investment) and helping to channel climate and environmental finance to smallholder farmers so that they can increase their resilience.

Completing the circle

Working through a multi-pronged partnership, FAO supports member countries by providing direct implementation support to IFAD financed projects while IFAD supports technical assistance through grants to FAO. More specific collaboration examples include a 20-year coordinated initiative to protect forests, soils and biodiversity in Nepal while improving the food security, incomes and social inclusion of the country's poorest mountain-dwellers and a panoply of projects around the world addressing one of the world's biggest current challenges today: providing economic opportunities for rural youth in an era of mass migration.

Joint efforts to meet new global goals of sustainable poverty reduction, food security and nutrition requires new ways of collaboration and a renewed focus, using the words of the UN Secretary General, changing people's lives by moving “from delivering aid to ending need.”

In sheer numerical terms, the cooperation between FAO and IFAD is significant. From 1977, when the Fund was established, until today, IFAD has financed 340 investment operations prepared with the support of FAO's Investment Centre, along with country representatives, for programme design, implementation and evaluation – generating a total financial investment valued at more than \$11 billion. Another 25 operations are in the pipeline. Co-financed and trust fund projects between FAO technical departments and IFAD number in the hundreds.

Working together

Yet it is the details that matter as much as the headlines. The expertise embedded in FAO's technical divisions – Agriculture, Forestry, Fisheries, Economic and Social Development, and in particular The Investment Centre, which plays an especially prominent role in implementation – provides an often intangible boost to the effectiveness of development investments. For example, the review of an IFAD inland fisheries project for the Democratic Republic of Congo received valuable input from FAO's forestry and fishery experts that led to a shift in focus – fewer aquaculture cages and more cold-chain equipment to raise the nutritional and market value of catches – in light of the specific seasonal and population dynamics of local fish species.

FAO competence on Farmer Field Schools (FFS) has expanded greatly thanks to IFAD support and is appreciated by IFAD-funded projects in the field. Increasingly, these project request support from FAO in establishing FFS strategies and roll-out programs in their operations.

FAO's agronomic knowledge is often an important requisite for IFAD's intervention in rural credit and for plans to scale up production so subsistence-based smallholders can participate in entrepreneurial value chains. An example of that is the sequential progression of work in Armenia, where FAO has recently begun helping rehabilitate production of apricots – a fruit tree that has grown in that country for more than 6,000 years. FAO's technical support included setting up collection orchards to conserve genetic resources that risked being lost in the wake of large-scale land privatizations and orchard destruction in the 1990s. The project was complemented by IFAD's creation of a Rural Asset Creation Programme to help – through rural finance and infrastructure improvements – the country's small and poor producers engage in export trade.

FAO and IFAD also collaborate on the policy and research fronts, backing initiatives such as the Family Farming Knowledge Platform and supporting independent evaluation of their joint efforts, which led to a major new report on pastoral development challenges. Both agencies also contribute, as active members and often as hosts, to important multi-stakeholder platforms

including the Committee on World Food Security, GFAR, the Commission on the Status of Women, Agriculture Market Information System, the UN Standing Committee on Nutrition, the International Land Coalition and the Indigenous Peoples' Assistance Facility among many others.

A series of 'Knowledge for Investment' exchanges between the two agencies aims at keeping abreast of the latest innovations to improve operations and scale up investments in agriculture and rural development. Some innovations showcased have included the latest geospatial tools and participatory resilience measurement applications for assessing the impact of FAO and IFAD operations.

Quality enhancement and assurance of IFAD investment projects and country strategies using FAO's technical capacity is another area of fruitful collaboration that has been ongoing for the last fifteen years.

The two organizations also join forces – along with the World Food Program, the Rome-based UN agency specializing in emergency relief – to produce the benchmark annual report on the State of Hunger in the World and help set global priorities for Agenda 2030.

The gender teams of the two agencies regularly work together, conducting peer exchanges and knowledge sharing on their annual progress reports for the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP), engaging in joint field operations, and capacity building programmes and collaborating on technical work on rural women and high profile events, such as the Nairobi Sharefair on Rural Women's Technologies held in 2014.

They also work together on the housekeeping front, with shared security training and joint procurement of financial, logistics and travel services. FAO now hosts 10 IFAD country offices in its own facilities, a number that is expected to grow. Such collaboration is a natural part of further strengthening and harmonizing support to member countries.

In summary, the technical excellence of FAO and IFAD's significant investment portfolio dovetail perfectly, as does their commitment to put member countries at the center of their efforts.

■ Case studies

FAO and IFAD have been directly engaged together in hundreds of development projects, and their informal collaboration is vaster still. Here are some examples of how the two agencies leverage their competencies to enhance success.



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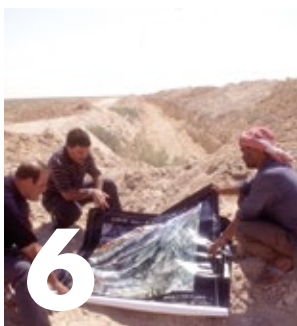
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A new approach to development for pastoralists

■ CASE STUDY

1 Scaling up cooperation to improve livelihoods in rural Kenya

Large integrated programme seeks to slash poverty and build resilience to climate change

Kenya is home to a benchmark example of the way Rome-based Agencies (IFAD, and FAO and the World Food Programme) combine forces – together with the European Union and a private commercial bank, Equity Bank Limited as well as the Government of Kenya – to tackle a multiplicity of challenges related to food security, climate change and bridging the divide between humanitarian, development and commercial initiatives.

The Kenya Cereal Enhancement Programme – Climate Resilient Agricultural Livelihoods Window (KCEP-CRAL) is an integrated programme aimed at helping Kenya’s government boost agricultural production and incomes, especially for smallholders in arid and semi-arid zones, stabilize degraded landscapes, and help people formerly dependent on unconditional food aid become resilient.

Kicking off with an official start-up workshop in August 2016, KCEP-CRAL expands a value-chain development

programme backed financial contributions from the EU and aimed at graduating smallholders into commercial farming. The project, with a total value of US\$266 million, covers eight semi-arid counties and will reach out to 100,000 farmers – roughly half below subsistence level with the rest on the brink of potential surplus production - reliant on maize, sorghum, millet and pulses.

It is designed to capture the comparative advantage of each partner: FAO will enable adoption of agricultural practices with more consistent and robust output as well as soil management qualities and also build local capacity to manage the programme; IFAD will support subsistence farmers shifting to market-based approaches while retaining diversified coping strategies in the notably difficult terrain; the WFP will assure ongoing basic food and nutrition support where needed; Equity Bank will design and rollout an innovative electronic payments system where smallholder farmers will receive warehouse receipt-backed loans, pay for various farm inputs and services, and receive payments for their produce; and the EU will sustain the scaled-up programme through wider private sector engagements.



■ KENYA
Martina Owino practices conservation agriculture with her bananas.



■ KENYA
Women farmers working in rice paddy fields.

The sponsors are pooling their expertise in a joint project that will involve conservation agriculture, improving post-harvest storage and food processing capacities needed for market participation, the introduction of electronic payment system (e-vouchers) and expansion of diversified financial services including weather risk insurance a service designed to enable farmers to pursue more efficient and higher-value activities – and steady procurement contracts, e.g. linking local farmers to school lunch schemes in a way that will allow the former to potentially plan larger investments.

A sea change in the drylands

The KCEP-CRAL programme marks important shifts.

IFAD is deliberately taking a tool kit once concentrated on rural areas with moderately high productive potential to arid and semi-arid lands (ASALs) which constitute more than 80 percent of Kenya's land mass and are home to around a third of its population. Kenya's ASALs have high poverty levels and, with almost all crop production reliant on rainfall, erratic climate factors and limited infrastructure hamper investment in the agricultural sector.

FAO will help farmers shift to no-till conservation agriculture and introduce cover crops that help mulch soils and increase soil fertility. Yields are expected to double for key food crops including maize, white

sorghum, finger millet and nutritious pulses. As FAO's experience suggest that change only happens at pace once a critical mass of people start to adapt their farming or livestock keeping practises, it has already embarked on training programs ultimately reaching more than 80,000 farmers in the target area.

Significantly, FAO in this case is using its own funds to co-finance IFAD's efforts, which consist primarily of a low-interest loan for more than \$60.0 million to the Government of Kenya – whose renewed focus on improving conditions in ASALs is the key driver of the whole programme – as well as a \$2 million grant to support FAO's implementation and staff costs.

Given the challenges of ASALs – in particular, tensions over access to and use of natural resources between pastoralists and farmers – the government's commitment to poor rural communities who have long been marginalized is central.

Further to this, FAO has already organized and held the first national conference on Conservation Agriculture and final recommendations are in process of adoption by the Agricultural Committee of the Council of Governors. FAO officers deployed at county level are advising on points of policy formulation and implementation with local government authorities, building political capacities that – as sustainable land management is the keystone of KCEP-CRAL t – often span conventional ministerial competencies.



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■ KENYA
A Maasai herder watches over his cattle.



©FAO/Dotusett

■ KENYA
Collecting bananas near Lake Victoria.

■ CASE STUDY

2 Re-greening Nepal's forests

20 years of innovative land tenure

FAO and IFAD's complementary work with Nepal in support of rural forest management initiatives underscores how the two agencies are natural partners in long-term projects.

For two decades, IFAD and FAO have responded to the country's request to help poorer people in mountain communities gain access to forest lands through long-term group leases.

Nepal aimed to improve rural livelihoods and combat the degradation of natural resources. Lessons learned can contribute to similar efforts elsewhere to integrate environmental concerns with the battle against poverty.

The project

The government set 40-year renewable leases on marginal forest lands to Nepal's poorest and most marginalized households. The leases – typically awarded to small groups of households who in turn distribute one-hectare plots to near-landless members – stipulate a trade-off: Households must protect the lands from open grazing, forest fires and soil erosion, while in exchange they are allowed to harvest fodder and non-timber forest products such as cardamom and medicinal plants, or 'amriso'- the broom grass whose flowers are used to make brooms that can be sold for cash.

The policy itself embodied a highly innovative spirit by all stakeholders, as Nepal had in 1957 nationalized its forest lands, introducing a tenure scheme that inadvertently led to excessive livestock grazing and illegal tree cutting. Forming groups to take out leases catalyses participatory processes that lead to ulterior social cohesion gains.

The project began in 1992 with IFAD and FAO assisting the government to implement the new Hills Leasehold Forestry and Forage Development Project in 4 districts which was expanded to 10 districts at a later stage. After initial completion, the Government of Nepal expanded the project in an additional 16 districts on its own financing for three years and requested a second loan with IFAD which resulted in a subsequent phase or scaling up of the model, and the birth of the Leasehold Forestry and Livestock Programme, spanning more than 20 districts, and engaging 58,000 households in nearly 6,000 community groups managing 28,000 hectares of forest land and introducing a livestock component. Separate reviews by the Government and IFAD concluded the project was successful in achieving twin objectives of poverty reduction and forest regeneration.

The two agencies offered funding and technical assistance, which ranged from formulating policy advice and training to selecting suitable forage plants to cover barren areas marred by large-scale soil erosion and fostering local credit systems. The program also



■ NEPAL
Farmers plant trees in the Himalayan foothills.



■ NEPAL
A government officer explains a forestry project near Kathmandu.

recruited local rangers and group promoters to help leaseholding groups – consisting mostly of nearly illiterate people – to formulate forest management and livelihood improvement plans linked to their new lands.

Over time, FAO proposed experimental incentive schemes for some leaseholding groups in order to test for best practises that can be adopted elsewhere. Both agencies engaged in continuous capacity building including training local officers, fostering dialogue between different ministries and steadily expanding efforts to tailor programs in a way to further support gender and social inclusion.

On the environmental front, the program has helped Nepal's deforestation rate drop below 0.3 percent annually, compared to 2.3 percent annually between 1978 and 1994. Ground cover in new leasehold sites has risen significantly and quickly, sharply increasing biodiversity and curbing erosion. Forest fires are rarer.

On the social front, Nepal's leasehold forestry experiment has offered fast-acting benefits for the poorest. Ownership and cash income have risen, the time women spent collecting fodder and fuelwood has dropped by 2.5 hours a day, and school enrolment rose.

On the policy front, the Government formulated a separate Leasehold Forestry Policy in 2002 to provide a sound legal base for the new approach to tenure, which is now a major forestry promotion approach in Nepal.

The leaseholding groups – some of which are now quite old – have offered a new social unit that both makes households much more likely to participate in economic activities and offers a platform for credit networks.

Women and lower castes are much more likely to be represented. A review found that today men make household decisions alone only 20 percent of the time, compared to 60 percent previously.

While food security in Nepal remains challenging, it has improved the most in the areas where leaseholding has been introduced, especially for households headed by women or those belonging to marginal castes.

Takeaways

Nepal's innovative and ongoing experiment with leaseholding forest lands – now a fully country-run programme - demonstrate how efforts to raise standards of living for the rural poor can be done without jeopardizing environmental resources.

The various phases of a project in which FAO and IFAD have been involved for more than 20 years required frequent adaptation to political, socio-economic and environmental changes. One-time policy formulation is not enough in complex challenges with multiple aims.

Local contexts offer novel ways for the two agencies to leverage their relative expertise. For instance, in this case a livestock programme was introduced in a context where animals had been seen as a prime cause of land degradation. This was to help poor farmers build up assets and remain committed; in exchange they agreed to keep their animals in stalls.

Likewise, the leaseholding groups through which the collaboration worked have become an enabling force for the rural poor to participate in their own governance as well as the backbone of a scaled-up local savings and credit.



NEPAL
A potted pine seedling in a Nepalese nursery.



NEPAL
A Gurung farmer tends a newly planted pine tree in Nepal.



NEPAL
Watering seedlings at a nursery near Kathmandu.

■ CASE STUDY

3 Teaming up to promote rural youth in the Caribbean

Seven of every eight young people in the world live in developing countries, and those who live in rural communities often struggle to find inspiring employment opportunities.

Both IFAD and FAO have made fostering youth engagement in the agricultural sector a priority theme, and the two agencies recently joined forces to design the Strengthening Decent Rural Employment Opportunities for Young Women and Men in the Caribbean.

In the Caribbean region, unemployment rates are typically three times that of adults, and urban migration trends are among the highest in the world.

Financed mostly by IFAD with implementation run from FAO's subregional office in Barbados, the \$2.7 million Youth Caribe programme is now active in

Belize, Cuba, Dominican Republic, Grenada, Guyana and Haiti - aims to facilitate the development of targeted policies to promote rural youth employment opportunities, forge the partnerships required for such an outcome, as well as finance a host of pilot investments aimed at finding approaches that work and can be replicated or scaled up.

The programme has taken inventory of good rural employment practices and policies across the region, and is promoting them through training and the "learning route" approach the two agencies successfully deployed in a project with similar objectives among communities living along the border between the Dominican Republic and Haiti. It also provides 120 small grants to set up income-generating initiatives in the areas of food production, processing and marketing, as well as agro-tourism.



■ HAITI
A farmer hoes his field in Saint Marc.



■ HAITI
A woman waters plants in a greenhouse in Coraile.

Increasing focus on youth challenges

FAO has accumulated broad experience in this increasingly important field. It advises governments on how to integrate youth investments into their national agricultural investment plans. It also acts more directly, as tens of thousands of youth have graduated from its template for Junior Farmer Field and Life Schools, which teaches vulnerable youth agricultural and business topics but also general life lessons and skills. Such inclusive approaches are especially beneficial where youth unemployment is high and linked to poverty, delinquency and food and nutrition insecurity.

In 2010, IFAD hosted a global workshop in Cartagena that led to the creation of the Global Youth Innovation Network to foster greater participation of young people in public policy processes, and in 2011 its strategic plan formally recognized that young people represent the main driver of rural economies of developing countries and is fully committed to making sure the services and products offered by its projects actively reach out and benefit youth. IFAD is currently financing 40 projects worldwide with a focus on youth.

The two agencies collaborated to produce the 2014 publication “Youth and Agriculture: Key challenges and concrete solutions”, which engaged rural youth informants from around the world to identify a core set of challenges to be overcome to improve the prospects of rural youth and curb their exodus to cities.

Drawing from that listening exercise, the heads of both IFAD and FAO regularly stress that rural youth are better educated than ever and that viable jobs them can be fostered if they are given improved access to credit, land, training and market infrastructures and ways to make themselves heard in decision-making fora.

The IFAD/FAO -Youth Caribe programme is expected to contribute – by 2017 - to the formulation of “youth-sensitive” policy frameworks that can eventually be incorporated into a coordinated common plan for rural youth employment in Caribbean states.

The explicit joint formulation of this project is also expected to bolster the prospects for developing synergies with other stand-alone IFAD and FAO initiatives in the region.



HAITI
A woman wheels her bananas to market.



DOMINICAN REPUBLIC
Kids play baseball at a school in Batey Monte Coca.

■ CASE STUDY

4 Fisheries in Congo's forests

Across the board insights sharpen scope and focus of an inland fisheries project

People in the Republic of Congo eat more than 26 kilograms of fish a year, far above the global average. And yet, despite being home to one of the world's greatest rivers, around half the fish eaten is imported.

The government, keen to boost the prospects and output of legions of small-scale fish producers, recently turned to IFAD for a loan to invest in expanding a sector beleaguered by poor organization.

In turn, IFAD asked FAO's Investment Centre to prepare the proposed programme. FAO's Investment Centre, unsure about some of the technical "fixes" proposed by the government, then brought in FAO's Fisheries Department for technical inputs into project design. The resulting IFAD investment is now being rolled out and

includes actions aimed at improving not just local fish farms and fisheries management but the whole of the value chain – including roads, cold chain facilities and accessible credit initiatives - so that more of the locally produced fish don't end up in the smoker but are made available in higher-value and more nutritious forms.

The consequent six-year programme, catalyzed by a \$7.7 million loan from IFAD that is already been supplemented by other partners, is very much in line with the government's agenda – which since 2011 has sought to diversify an economy considered too reliant on oil – and with FAO's Voluntary Guidelines for Securing sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication.

FAO's technical assistance consists of finding ways to reduce post-harvest losses, promote safer processing methods, support small-scale tilapia and catfish farming, assessing the environmental



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■ **DEMOCRATIC REPUBLIC OF CONGO**
Congolese aquaculture farmers transfer fish to a larger pond.



© IFAD/L. Rosa

■ **CONGO**
Fisherman casting his net in the Sangha river in the La Cuvette region.

impacts of current practices and fishing gear – which in Congo vary dramatically according to time and place – and developing fisheries management plans that reflect local needs.

IFAD is keeping its focus on boosting the economic returns of Congo's investment. That includes fostering better organized local groups and consortia to improve procurement and marketing chains, essential for the project's mission of raising incomes of the poorer local households.

The project is being implemented in four Congolese departments, in areas chosen to address the challenges of endemic poverty or significant pressures to emigrate due to lack of opportunities. Direct beneficiaries are further chosen with an eye to favouring vulnerable groups and responding to individual poverty levels. For aquaculture projects, only those controlling less than 800 square meters of pond are eligible to participate.

Sustainable logging needs more fish, less hunting

Both agencies also insisted on integrating the overarching goals of improving food security and making sustainable use of natural resources.

FAO's project design team noted that in Northern Congo during the rainy season, when the rivers leave their banks and inundate large floodplains, most fish are caught in the forest. But the shops and restaurants in the area mainly sell frozen fish imported from Europe and elsewhere, and fresh fish is hard to find.

In seeking ways to increase local fish production and make it more available locally, meetings were held at Pokola and other sawmill towns. Officers took note of the fact that local residents with cash have a preference for fish over meat, and that ice is generally available in the sawmill towns – allowing locally caught fish to be transported over longer distances.

Logging managers also made it clear that they had a special incentive of their own to collaborate with the inland fisheries project. Many forestry concessionaires are interested in sustainable fisheries as a source of animal protein for the logging towns as a way to maintain the high environmental standards that have enabled them to achieve Forest Stewardship Council certification of their concessions. Timber harvesting itself is highly selective and leaves most of the forest standing, but depletion of local fauna – as people from the sawmill towns hunt wild game for food - is a major ecological risk.



■ CONGO
A canoe on the river.



■ CONGO
A fish landing in the northern Congo.

■ CASE STUDY 5

5 Bolstering household livestock farming in Tajikistan

Analysis leads to intervention, synergies lead to expansion

Tajikistan is one of the countries most exposed to climate change, a particular challenge for a country where poverty and food insecurity have become entrenched in the wake of the demise of former institutions.

FAO has been in the country since 1996, offering assistance in particular for locust outbreaks and other shorter-term emergency projects that were crippling the agricultural sector after Tajikistan's civil war.

In 2009, after a joint comprehensive assessment conducted with the Government of Tajikistan and several other UN agencies, it was resolved that chronic food insecurity warranted greater focus on rehabilitation and development programming.

That same year, FAO produced a detailed study of Tajikistan's livestock sector, where livestock ownership had shifted primarily to rural households who, however, did not have adequate forage to feed the animals. The demise of the country's former socialist institutions meant that a once intensive system of livestock farming had become an extensive one. Poorly-funded corporate farms were poorly adapted to managing a pasture system in the post-independent situation where 90 percent of animals were held by households.

In what risked becoming a vicious cycle and a poverty trap, the number of animals owned grew, but their yields plummeted due to lack of year-round pasture and feed availability.

Problem solving

FAO's agricultural policy prescription was to suggest gradual implementation of policy measures



■ TAJIKISTAN
A woman feeds her flock of turkeys.



■ TAJIKISTAN
A veterinarian vaccinates a goat in Khiloli.

to address this feed shortage, focusing both on raising pasture yields – especially beyond the summer season – and also those of forage crops. Steady improvements would produce dramatic increases in dairy output, in some cases of up to 50 percent per cow.

Beyond overhauling pasture management to make it more responsive to local people's needs, forage cropping also had to be made both more productive and more sustainable.

Also in 2009, IFAD made its first investment in the country, signing an agreement with the Government of Tajikistan unleashing \$10.1 million in resources for the Khatlon Livelihood Support project. Two years later that was bolstered by a new Livestock and Pasture Development Project, building on the conceptual framework developed by FAO, focusing both on raising pasture yields – especially beyond the summer season – and also those of forage crops.

In turn, FAO has taken a role in the Khatlon project, helping state and local government agencies implement an initiative promoting farm technologies. FAO's initial role was focused on 1,500 households in 30 villages and focuses on grassland management practises, veterinary services, fodder crops and in particular conservation agriculture,

a tailored version of FAO's Climate-Smart Agriculture approach.

Scaling up

Tajikistan's interest in environmentally sustainable practices led the government to invite IFAD to finance the \$24.2 million Livestock and Pasture Development Project II. This project builds on its predecessor and expands coverage to 38,000 rural households in five districts of the Khatlon region. In this case the focus is on smallholder livestock farmers and households headed by women, who constitute the majority of farmers in Tajikistan. It also explicitly aims to facilitate a shift from subsistence farming towards higher-value, market-oriented production.

Implementation of development programs often taps the respective competencies and strengths of the two agencies. In this case, IFAD-funded projects benefited from FAO's knowledge on seeds and fertilizers and the pasture lands in particular benefited from the government's acceptance of the FAO Voluntary Guidelines on Responsible Governance of Tenure of Land. Meanwhile, IFAD's ability to provide tractors through a community grant system was instrumental in accelerating the impact of FAO advice on boosting forage crop yields.



© Liba Brent/ICCARTA/IFAD

■ TAJIKISTAN
Angora goat farmer.



© FAO/Maximov

■ TAJIKISTAN
Herders move their livestock in Osmonbika.

■ CASE STUDY

6 Knowledge and quality assurance for rural investment

FAO-IFAD partnership continues to strengthen, through periodic knowledge sharing as well as quality assurance for investment project design and country strategies. Increased awareness of each other's expertise can make development work more efficient and effective.

One such example, the *Knowledge for Investment* seminar series provides a creative space where the two Rome-based agencies can share the latest innovations and best practices from recent investment operations. Together, FAO and IFAD staff and other experts are building a unique "community of practice" on investment-related matters. A second example is the provision of FAO's services allowing quality assurance of IFAD investment project design and country strategies.

Highlights of the knowledge sharing sessions, so far, included remote sensing and GIS technologies allowing users to assess the situation "from the sky" and a self-evaluation tablet-based tool on Climate Resilience allowing for "ground checking" by rural communities. Another session focused on the latest approaches for assessing the impact of investment operations.

FAO's Forestry Department has showcased Google geospatial tools: *Earth Engine*, *Google Earth* and *Collect Earth* which are all user-friendly applications that vastly enhance the power of FAO's Open Foris platform for forestry officials to monitor land surface over time as well as provide valuable insight for current and potential investments. IFAD's West and Central Africa



■ **SOUTH AFRICA**
FAO's CollectEarth rendering of crop patterns along the Orange River.



■ **ANGOLA**
Teaching farmers in Virei how to use tablets to assess climate resilience.

Division shared their progress in applying remote sensing and geographic information system (GIS) to design and monitor climate change adaptation and mitigation intervention. Meanwhile, FAO's Plant Production and Protection Division demonstrated tablet-based diagnostic tools (SHARP) that enable farmers and pastoralists to assess their own climate resilience and improve their livelihoods accordingly.

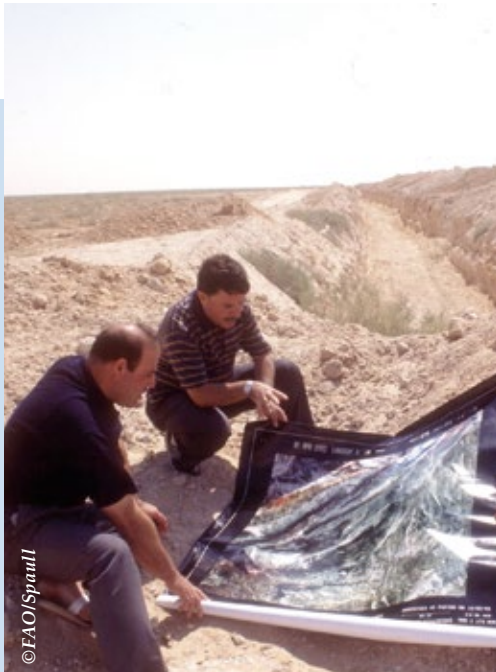
Such technologies provide real-time information and offer easier and more efficient methods for collecting, aggregating and processing data, providing more reliable and cost effective monitoring and evaluation of interventions. They may even support result-oriented monitoring and disbursement systems.

Developing more refined and responsive tools to assess the impact of public investments is a requisite for delivering quality results, at scale. A further knowledge-exchange session looked at how to improve 'impact evaluation' and to build alliances amongst FAO and IFAD staff working in this area. IFAD's portfolio performance monitoring system and corporate strategy for

impact evaluation provided the basis for sharing experiences. Consideration was also given to the wider successes and challenges in assessing the impact of policies and investments in agriculture and rural development.

The collaboration between FAO and IFAD on quality assurance and quality enhancement of investment operations dates back to 2000. FAO's Investment Centre (TCI) has recently renewed and expanded this collaboration, assisting IFAD in its quality enhancement and assurance efforts through reviewing project proposals as well as country strategies prior to submission for approval by IFAD's Executive Board. Since the beginning of 2016, TCI has assisted Quality Enhancement reviews for 11 investment projects in Brazil, Ecuador, Eritrea, Indonesia, Kyrgyzstan, Laos, Morocco, Myanmar, Nicaragua, Rwanda and Tunisia.

This collaboration has recently been renewed and expanded to improve IFAD investment pipeline by preventing delays in project submission for Executive Board approval that would cause excessive logjams and accumulation towards the end of the three-year funding cycle.



■ AZERBAIJAN
Ranchers compare a satellite map with the situation on the ground.



■ INDONESIA
A fishing community in Maluku.

■ CASE STUDY 7

7 A new approach to development for pastoralists

A joint exercise in self-critique produces insight on how to engage with herders

FAO and IFAD's independent initiatives in combating food insecurity and poverty provide an ample pool of empirical experience that can be mined for insights that, in turn, can improve execution and delivery by both agencies.

Aware of that, FAO and IFAD teamed up to submit nearly 200 projects focused on pastoralist communities and carried out from 2003 to 2013 to a joint evaluation synthesis, conducted by each agency's independent office of evaluation and aimed at generating recommendations for management, staff and the governing bodies of the two organizations. Of IFAD's overall allocations of US\$7.4 billion for the 2003-2013 period, the proportion concerning the 31 pastoral-oriented constituted about 11 per cent.

The result, a 137-page report published in February 2016, is an important knowledge repository, replete with self-criticism and practical suggestions, on how to engage more effectively with often nomadic people in dryland areas of the developing world. That task is increasingly important given that vast tracts of ungoverned territory can offer fertile terrain

for radical militant groups; indeed, many pastoralists today live in areas undergoing protracted crises.

The evaluation exercise, coupled with joint learning events at which development practitioners shared their experiences, noted that over the past two decades there has been a full-fledged "U-turn" in how pastoralist activities are understood, essentially, from seeing pastoral systems and drylands variability as part of the problem, to seeing them as part of the solution.

Rather than conceiving marginal livestock herding as an obsolete and inefficient way of life and crafting interventions to reduce poverty and livelihood risks, pastoralism is better seen as a fairly high-risk vocation ideally geared to reducing the incidence of disaster. Rather than reflecting collapsing carrying capacity in some ecosystems, pastoralists' mobility is driven by strategic exploitation of variability in where and when fodder nutrients accumulate.

The joint evaluation has already led to concrete action based on new insights, as shown when FAO, responding to increasingly violent conflicts between herders and farmers in Central African Republic, took the lead in assessing needs and helping establish a national platform – enshrined by decree in 2015 –



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■ **BURKINA FASO**
Herding goats and climbing trees in Djibo.



©FAO/Vitale

■ **KENYA**
A herder transports water with his donkeys.

through which stakeholders can dialogue over land use and institutions including the military forces and police are brought in to govern the recovery and development in pastoral systems.

IFAD will soon launch a “How To Do note” (HTDN) on Pastoralism in order to provide guidance to project design teams and implementing partners on how to engage in appropriate interventions targeting people in pastoral systems. The HTDN also aim at providing an input to country-level policy dialogue in questing for pro-pastoral policies, to be reflected, for instance, in IFAD’s Results-Based Country Strategic Opportunities Programme (RB-COSOP). These particular guidelines have been conceived as the opening of a series of knowledge products dedicated to pastoral development, which will offer further opportunities for knowledge sharing with FAO and other partner institutions.

Both IFAD and FAO emphasized the importance of advocacy work on behalf of pastoralists, whose concerns often do not figure as high priorities for national governments, often due to the unintentional legacy of misunderstanding regarding their mobile lifestyles. In general, while pastoralists are sometimes seen as “rich” in assets, they are usually “poor” in terms of available state services.

In a bid to address this point, FAO has – with the support of IFAD, the World Bank and other partners including the African Union - has launched a Pastoralist Knowledge Hub (PKH), an international network now being actively used by 350 key stakeholder groups in pursuit of a stronger and more coherent voice in policy making forums.

In this context, IFAD is in the process of providing financial support (grant funds) to three regional partner institutions, namely: Redes Chaco in Latin America, Réseau Billital Maroobe in Chad and the Mongolian Alliance of Mobile Indigenous People in Mongolia, through PkH, to strengthen the data management capacities of pastoralist organizations and focuses on baseline data gathering, land tenure mapping and measurement of the contribution of pastoralism to the national economy.

Over the longer term, the evaluation and joint learning exercise will pay off as project designers give greater consideration to relatively neglected issues ranging from the importance of domestic milk production and consumption among pastoralist groups to more carefully tailored measures allowing value-chain and export market access opportunities to boost community-wide resilience rather than boost aggregate incomes at the cost of boosting inequality – an outcome of some projects in Lebanon, Nepal and Somalia that were reviewed - and the eventual risk of marginalization.

Subjecting a decade’s worth of projects – 194 in all – to a joint critique offered valuable reflections on how to improve work aimed at enhancing the resilience of pastoralists everywhere. It also highlighted existing successes, notably IFAD’s work in using community-based participatory approaches to build or restore local institutions, and FAO’s extensive work in animal health. FAO’s leading role in the campaign to eradicate peste des petits ruminants, a disease affecting smaller livestock such as sheep and goats, is destined to engage pastoralist communities around the world.

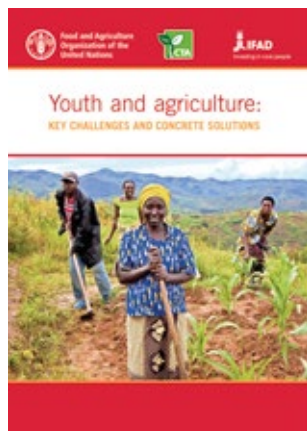


■ MONGOLIA
Oyuntugs, a volunteer forest ranger, rides the range near Altansumber.



■ CHAD
A camel herder brings water to his animals.

Resources



Youth and Agriculture: Key Challenges and Concrete Solutions. 2014

Published by FAO, IFAD and the Technical Centre for Agricultural and Rural Cooperation, this study assesses the agricultural sector's potential to serve as a source of livelihood opportunities for rural youth and looks at how

a series of relevant case studies shed light on the practical challenges such a goal entails. The six principal challenges were identified as youth's insufficient access to knowledge, information and education, land, financial services, green jobs, and markets, as well as their limited involvement in policy dialogue.



FAO's and IFAD's Engagement in Pastoral Development. Joint Evaluation Synthesis. 2016

FAO and IFAD's independent evaluation offices reviewed almost 200 development projects involving pastoralist communities over the past decade, defining areas of

common interest and future joint work possibilities for the two organizations, while recognizing their respective mandates.



Collaboration for strengthening resilience. Country Study: Kenya. 2015

FAO, IFAD and the World Food Program produced this booklet to explore how they can tap synergies to combat hunger and the effects of drought, conflict, land degradation and recurrent

natural disasters in Kenya. Poverty, inequality, food insecurity and malnutrition are worse in the arid and semi-arid lands (ASALs) that cover more than two-thirds of Kenya's land area and are home to nearly one-third of the country's population. Approaches to development in Kenya have been strongly affected by the new Constitution, which promotes devolution of powers that amounts to a paradigm shift in favour of resilience.



Achieving Zero Hunger. The critical role of investments in social protection and agriculture. 2015

FAO, IFAD and the WFP jointly prepared new estimates of the additional investments required for sustainably

ending hunger by 2030, which is now one of the cardinal Sustainable Development Goals. This exercise suggests that \$265 billion per year over the next 15 years, or 0.3 percent of the average projected world income for that period, is required to fund both additional investment in social protection and targeted pro-poor investments, most of which would be received by rural areas. It is argued that around \$67 billion, a quarter of the projected sum, should go to fund and bolster social protection programmes,

demonstrably enhance productive capacities, catalysing further increased investments in human and other forms of capital.



Regenerating forests and livelihoods in nepal: A new lease on life. 2015

IFAD and FAO published this in-depth retrospective analysis of several decades of work in the uplands of Nepal, a ground-breaking rural development operation that transformed degraded

land and improved farmers' lives. Through various integrated projects, the two agencies worked closely with local inhabitants, civil society and the government to experiment with innovative leaseholding arrangements that in turn fostered more environmentally-sound cultivation techniques and promoted an entrepreneurial spirit. The book includes extensive and candid first-person remarks by people living in the Nepal mountains.

and issues of women farmers are scarcely heard. Ensuring that women have a greater voice – at all levels, from households to rural organizations – in decision-making processes is essential for increasing the production of smallholder agriculture, as women make massive contributions to the sector. This paper, based on lessons from the experience of IFAD and FAO, identifies relevant aspects that relate to the promotion of rural women's leadership within POs, related good practices implemented by IFAD, FAO and their partners, and presents key messages and recommendations for guiding the design and implementation of interventions in support of women's leadership.



Land grab or development opportunity? Agricultural investments and international land deals in Africa. 2009

FAO, IFAD and the International Institute for the Environment and Development published this

collection of research to explore the key trends and drivers in large-scale land acquisitions, as well as the contractual arrangements underpinning them, how these are negotiated, and the way such transactions impact land access for rural people. It warns that claims that land is abundant in certain countries need to be treated with caution and that existing land uses and claims be carefully understood and that the opportunities and risks that large land acquisitions – often international in nature – present depends on how costs and benefits are shared and who participates in decision-making processes.



Promoting the leadership of women in producers' organizations. 2015

This paper explores aspects of promoting rural women's leadership in producers' organizations). Its relative absence means that concerns



The Food and Agriculture Organization of the United Nations and the International Fund for Agricultural Development are natural partners, sharing professional and material resources as well as a common host city, Rome. As United Nations agencies, they have different specialties but share similar mandates and goals. Given the protracted and recurrent nature of contemporary humanitarian crises, and the world's approval of the Sustainable Development Goals, it is all the more essential that all UN agencies and partners work together across sectors and institutional boundaries.