

Global Alliance for Climate Smart Agriculture

Annual Report

01 January – 31 December 2015

1. Background

The long-term objective of the Global Alliance for Climate-Smart Agriculture (GACSA) is to the transformation of the agricultural sector into one that has increased productivity and incomes, enhanced sustainability and resilience to climate change; thereby contributing to reducing hunger and poverty. The Alliance aims at supporting its members and other stakeholders in terms of the required knowledge, advocacy and financing to facilitate the uptake of more climate-smart agricultural production systems.

Following the launch of the Alliance in September 2015 members of GACSA agreed on a programme of work for the inception year running from January to December 2015. The inception year work plan focused on establishing a fully operational and active Alliance for Climate-Smart Agriculture. This includes having a governance structure, setting up the facilitation unit, initiating preliminary plans for delivery on actions through thematic action groups, and establishing a baseline through a stock-taking exercise by individual members of the alliance. The following specific outputs were envisaged:

- i. Alliance action groups and work areas established and operational
- ii. CSA knowledge widely disseminated and shared
- iii. The Alliance, its goals, achievements and products well communicated to all stakeholders
- iv. Defined programme of work for the Alliance
- v. Members of the Alliance established, informed and engaged
- vi. The Alliance governed by inclusive mechanism

2. Achievements based on Work Plan

At the first meeting of the GACSA strategic Committee in March 2015 an inception year work plan was adopted. A summary of the status of implementation of the work plan as at 31 December 2015 is presented in Annex 1. In terms of the above key expected outputs the following achievements were realised during the inception year:

Output 1: Alliance action groups and work areas established and operational

- The three Action Groups on Knowledge, Enabling Environment and Investment were established and their co-conveners designated/elected. .
- Each of the Action groups produced a work plan for the inception year. Implementation of these work plans started in July 2015.
- The Actions groups and their work plans were the focus of a side event organised by the Facilitation Unit during the 24nd Annual Conference of Food Security (CFS 42) in October 2015. The Knowledge Action Group organised a consultation workshop in Montpellier. All three Action Groups are holding bi-monthly teleconferences coordinated by the Facilitation Unit.

Output 2: CSA knowledge widely disseminated and shared

- The Facilitation Unit is managing a functional GACSA website through which information shared among the members and other interested stakeholders.

- Linkages have been established between GACSA and regional CSA initiatives, notably the Africa CSA Alliance, the North America CSA Alliance, and the West Africa CSA Alliance. GACSA has also started working on mechanisms for partnership/collaboration with other Alliances, e.g. the Global Research Alliance on Agricultural Greenhouse Gases (GRA), and the Global Agenda on Sustainable Livestock (GASL).

Output 3: The Alliance, its goals, achievements and products well communicated to all stakeholders

- A communications consultant was appointed in December 2015 to develop a communication strategy for both internal communication among the Alliance members, and for external communication with other stakeholders outside the Alliance.
- The Communication consultant mentioned above was also assigned to develop stakeholder-customised communication material (standard presentation, brochures, Q&A, etc.) for advocacy and outreach to various constituencies.
- The facilitation Unit has created several mailing lists for various groups, as well as two social media channels: twitter and Facebook.
- The Co-Chairs and Facilitation Unit have attended several meetings at which the opportunities have been used for advocacy and outreach. Some examples include the GRA Council meeting in September 2015, a consultation meeting organised in November 2015 by the Spanish Ministry of Agriculture, Food security and environment, a side event organised by at the Swiss pavilion in June 2015 at the Milan Expo, as well as side events organised during COP21.

Output 4: Defined programme of work for the Alliance

- The inception year work programme and budget of the Alliance was prepared and adopted at its first Strategic Committee meeting in March 2015

Output 5: Members of the Alliance established, informed and engaged

- Members have been regularly informed through postings on the website and by direct email messages. A members' engagement task team was established in October 2015 to assist members in reporting on their respective CSA activities and bringing out key issues to be shared.
- The strategic Committee held two meetings in March and October 2015, as well as several teleconferences.

Output 6: The Alliance governed by inclusive mechanism

- The inception year Strategic Committee was established through voluntary participation. The terms of reference for the committee were drafted but not formally adopted.
- A governance structure was developed, where by the Strategic Committee is headed by two elected Co-chairs from different geographical regions and different stakeholder groups. The Strategic Committee is supported by the Facilitation Unit, guided by ToRs as published on the GACSA website.

3. Other Achievements

In addition to the above outputs the GACSA facilitation Unit also recorded the following achievements:

Meetings of the GACSA Strategic Committee

- The FU organised two physical meetings of the strategic committee: one in March 2015 and another in October 2015. The reports of these meetings are available on the GACSA website (www.fao.org/gacsa/en/) as *GACSA Series Document 10* and *Document 11* respectively. In addition, several teleconferences of the SC were also organised.

Side event during the 2015 FAO Annual Conference

- The FU organised a side event during the 2015 Annual Congress of the FAO to raise awareness on GACSA and its activities and to highlight some practical experiences and lessons to share from the context-specific perspectives of different stakeholder groups from different regions across the globe. The ultimate goal was to mobilise increased stakeholder participation in GACSA and to strengthen the global drive and support for CSA.

Events during the 42nd conference of the Committee on Food Security (CFS)

- A GACSA symposium was organised in October 2015 as an official side event of the 42nd Conference of the Committee on Food Security. The focus of the event was to showcase the preliminary work of the three action groups.

Events at COP 21.

- The Facilitation Unit, in partnership with some GACSA members, organised three successful, well-attended and well-received side events:
 - Side event at the US Centre (in partnership with USDA) to get the views of some national governments in GACSA in terms of their expectations from, and contributions to the Alliance. Agriculture Ministers from four study countries (USA, Costa Rica, Ireland and Vietnam) appreciated the importance of CSA in the development of the agricultural sector in their countries.
 - High Level side event in the Africa Pavilion (in partnership with NEPAD) to reflect on the CSA concept from global and regional perspectives, and propose actions on a way forward for GACSA. This was a panel discussion featuring, among others, Mr David Nabarro (UNSG Special Adviser on the 2030 Agenda for Sustainable Development) who thrilled the audience with a passionate and personal commitment to the course of CSA, with particular attention to the plight of small scale farmers who the most vulnerable to climate change.
 - Debate on CSA in the Norwegian pavilion (organised by the Norwegian Development Fund in partnership with GACSA FU, NORAD and YARA). The debate highlighted the views and perspectives of various stakeholder groups including private sector, government, farmers' organisation, and civil society.
- Dialogue with Civil Society Organisations to follow up on previous meetings and seek solutions to the concerns repeatedly expressed by CSOs. No concrete solutions were agreed to but both parties agreed to continue the dialogue. GACSA on its part, recognised the need to address some genuine concerns expressed by CSOs, while also noting that it would be difficult to change the opinion of some of the CSOs which have a fixed position about GACSA and CSA.
- Bilateral meetings with targeted stakeholders, including representatives of the Government (Denmark, India and Morocco); research institutions, and International NGOs.

4. Financial Summary

Financial contributions to the functioning of the Alliance were made by the Norwegian Ministry of Foreign Affairs and the Federal Office for Agriculture of Switzerland into a multi-donor Trust Fund

(GCP/GLO/586/MUL). Funding was also obtained from the US Department of Agriculture through a separate project (GCP/GLO/833/USA). In addition, The USDA provided in-kind contribution (appointment of an Associate Professional Officer (APO) through another grant (GCPA/INT/018/USA). GACSA has also received in-kind contributions from FAO and the Government of Italy. The summary of income and expenditure presented in this report is based on the operations funded through the two projects: GCP/GLO/586/MUL and GCP/GLO/833/USA.

Table 1: Statement of Income and expenditure for 2015

Income	pledged	Paid	Outstanding
Contribution From Norway (USD)	584,749	584,749	0
Contribution from Switzerland (USD)	250,000	250,000	0
Contribution from USA (USD)	336,698	35,526	301,172
Total cash contribution by donors	1,171,447	870,275	301,172

Expenditure	Budget	Spent	balance on budget	Balance on cash received	Balance on Pledge
Staff salaries	332,183	170,079	162,104		
Consultants and contracted labour	130,000	36,619	93,381		
Travel	132,000	57,426	74,574		
Training	5,000	0	5,000		
Procurement	32,450	7,986	24,464		
Hospitality	5,000	6,835	-1,835		
Technical support services	15,000	0	15,000		
General Operating Expenses	22,260	9,349	12,911		
Support costs	59,741	22,956	36,785		
Total	733,634	311,250	422,384	559,025	860,197

5. Challenges

The inception year was planned to run from January – December 2015 but the effective start of the inception activities was delayed until after the first strategic committee meeting in March 2015. This resulted in not completing some of the planned inception year activities. Other specific challenges encountered during the inception year include the following:

- Staffing constraint due to delayed recruitments, including finalising the appointment of seconded staff. This has had implications on other activities that were planned, as some of these activities, notably linkages with regional initiatives, simply had to be kept on hold.
- The nominal roll of GACSA membership had exceeded 100 by December 2015. However very few of these members have been active. The vast majority of the members are very dormant or inactive.
- Financial resources for the functioning of the Facilitation Unit has been limited to the voluntary contributions of a very small number of countries (governments). This mechanism of funding is not sustainable and also limits the scope of activities for the FU. Furthermore, the FU finds it difficult to provide meaningful support to the activities of the Action Groups as would be expected, for example hosting of Action Group meetings and workshops.

6. Some recommendations

- Some activities in the work plan that were not started or completed during the inception year should be re-scheduled in 2016.
- Following delay in staff appointments, the funding cycle (start and end dates) may need to be adjusted to accommodate these discrepancies.
- The budget allocation may need to be redistributed to cover items that were not envisaged in the initial budget, e.g. organisation of the Annual Forum and other big meetings.
- A fundraising strategy is required to sustain the Trust Fund.

Annex I: Status of implementation of GACSA Inception Year Work Plan (as at 31 December 2015)

	Action Item / Deliverable	Start date	Finish date	Responsibility	Status	Comments
1.	Pledges and commitments to Global Alliance for CSA: Members make pledges and commitments, as measurable as possible, on actions which contribute to the overall aspirational outcomes of the Alliance. Members will report in 1st annual meeting in November 2015	Sept. 2014	Nov 2015	SC, supported by FU	Pending	No action was taken to get pledges and commitments from members. However, a member survey is on-going whereby members are expected to report on their CSA activities.
2.	Work and Action Areas: a) Liaising with the institutions/organizations currently co-leading the action groups and determine their transition, and how action areas become operational	Sept. 2014	Nov 2015; then on-going	SC, supported by FU	On-going	There is active engagement between the FU and the AGs through exchange of emails and regular teleconferences.
	a) Facilitate members in developing joint action areas on different CSA priorities within different geographic contexts	Sept. 2014	Nov 2015; then on-going	SC, supported by FU	Not Achieved	This aspect did not receive much attention and should be one of the focal areas for 2016.
	b) Support existing and facilitate the creation of the regional coordination and implementation mechanisms	Sept. 2014	Nov 2015; then on-going	SC, supported by FU	Not achieved	Same as above
	c) Compile pledges and facilitate the identification of organizations who can support stakeholders on CSA uptake	Sept. 2014	Nov 2015; then on-going	SC, supported by FU	Not achieved	Same as above
	d) Facilitate the drafting of work plans for each individual platform and work programme	Sept. 2014	Nov 2015; then on-going	SC, supported by FU	Completed	All three AGs completed the development of their work plans and implementation is on-going
3.	Action Groups: a) <u>Investment Action Group:</u> •			World Bank and IFAD	On-going	The work programme of the IAG was finalized in June 2015. Its implementation is on-going
	b) <u>Enabling Environments Action Group:</u> •			GFAR and FANRPAN	On-going	The EEAG work programme was finalized in June 2015. Its implementation is on-going

	Action Item / Deliverable	Start date	Finish date	Responsibility	Status	Comments
	c) <u>Knowledge Action Group</u> : <ul style="list-style-type: none"> Developing an infrastructure (e.g. website and database) for knowledge exchange and list of contributors; Establishing a programme to support south-south collaboration and other capacity building mechanisms requested by Alliance members 			FAO and CCAFS	On-going	The work programme of the KAG was finalized in June 2015. Its implementation is on-going
	d) Ad- hoc Action Group on Aspirational Outcomes			tbd	No Action taken	It is not clear to FU what this AG is expected to do
4.	Establishment of the Facilitation Unit:	Sept. 2014	October 2014		Completed	FU fully established and is operational since June 2015
	a) Facilitation Unit ToR's and estimated yearly budget agreed with ad-hoc Strategic Committee and donors		October 2014		On-going	Most staff are on board, one more seconded staff expected soon (recruitment process is on-going).
	b) Agreed initial FAO employed and seconded staffing structure, TORs and modalities		October 2014		On-going	Most staff are on board, one more seconded staff expected soon (recruitment process is on-going).
	c) Multi-donor project document developed and finalized with interested donors and first funds deposited.		Nov 2014		completed	First phase of cash funding was committed by three donors, part of the funding has been received
	d) Secretariat staff recruited (P5, G4 and G3) and seconded (minimum of 3) located at FAO HQ in Rome "Hubs" facilitating specific local or regional actions maybe agreed in a second phase.		Feb 2015		On-going with adjustment	A P5 and fulltime G4 and G2 appointed (the G4 will only start in April 2016); one FAO P3 and one consultant are seconded on 50%; one full-time APO seconded by US; recruitment process is on-going for PO seconded by France; a communication consultant is contracted for three months (January – march 2016). No action yet on local and regional Hubs.

	Action Item / Deliverable	Start date	Finish date	Responsibility	Status	Comments
5.	Inception year governance arrangements	23 Sept. 2014	Nov. 2015		Completed	
	a) Establish governance and operational Alliance					
	b) Set up light interim governance arrangements, including TORs for the SC and modalities to participate in discussions and decision making		October 2014		Completed	
	c) Appointment of interim/ad - hoc Co-chairs		Nov. 2014		completed	
6.	Approved Governance Arrangements of the Global Alliance					
	a) Update the Framework document where needed, on governance arrangements and modes of operation in consultation with the different groups using different communication methods and channels. (Final texts approved by the annual Alliance meeting in 2015);	Oct. 2014	Jan. 2016	Co-Chairs and FU	Not started	The Co-chairs consultation partly seeks to start this process in preparation for more formal discussions at the Annual Forum
	b) Complete TOR's of the Strategic Committee with modalities of appointment and representation approved.		Jan 2016	Co-Chairs and FU	Not started	Same as above
	c) Continued consultation on the development of the Alliance involving all stakeholder groups			Co-Chairs and FU	On-going	
	d) Facilitation of regional groups/alliances and modalities in place on how these will interact between themselves and the Strategic Committee and Facilitation Unit		Nov. 2015	Co-Chairs and FU	Not achieved	The FU is in contact with Regional initiatives but has not yet taken any active steps to facilitate their establishment, nor determine the modalities for interactions.
	e) Development of modalities of country and location specific support mechanism.		Nov 2015	Co-Chairs and FU	Not achieved	
7.	2nd Annual Meeting of the Alliance Hold the first annual meeting of the Alliance, possibly linked to other major events to take advantage of delegates already attending. Some of the key elements of the event may include: <ul style="list-style-type: none"> • A High Level segment with Ministers and/or senior representatives; • Plenary sessions with active participation of all Alliance members; 		Jan 2016	SC with support of the FU	Delayed	Preparations are underway to hold the Annual Forum in April 2016.

	Action Item / Deliverable	Start date	Finish date	Responsibility	Status	Comments
	<ul style="list-style-type: none"> • Appointment of Chair and co-chair(s); • Appointment of the Strategic Committee by the Alliance members; • Approval of second year work plan and work areas of action groups and regional groups; • Finalizing estimated budget for 2nd year and beyond. • Amendments to the Framework document (if needed) 					
8.	<p>Strategic Committee meeting Hold a first meeting of the Strategic Committee at FAO HQ in Rome to:</p> <ul style="list-style-type: none"> • Agree and finalize Program of Work for the Alliance inception year; • Agree and finalize Secretariat TORs; • Review fundamental key points of the essential resources and action areas that need to be addressed, including governance and operational fundamentals 		Nov 2014	Interim Secretariat	Completed with adjustment	The first meeting of the SC was held in Abu Dhabi in March 2015 and the second meeting was held in Rome in October 2015. Three teleconferences were held in July, September and November 2015.
9.	<p>Facilitate membership and active participation Ensure and increasingly larger participation of stakeholders by undertaking the following tasks:</p> <ul style="list-style-type: none"> • Actively promote the Alliance principles and objectives; • Develop modalities of participation (to be inserted in governance document); • Provide facilitation of cross sector and member collaborations and interests; • Develop online registration system and database to facilitate monitoring progress and acting at scale, and for use and referencing; • Develop database on expertise and support members can provide; • Specific focus on Civil Society involvement 		November 2015, and on-going thereafter	Strategic Committee with the support of the Facilitation Unit	Not achieved	<p>An on-line registration system has been designed but not yet launched.</p> <p>The other tasks have not started and should be given attention in 2016.</p>
10.	<p>Communication Development and delivery of the following communication products:</p> <p>a) A communication strategy for the Alliance inception year;</p>			Strategic Committee with the support of FU	Just started in January 2016	A communication consultant has just been contracted to handle this task

	Action Item / Deliverable	Start date	Finish date	Responsibility	Status	Comments
	b) Key communication products e.g. the Framework Document, Q&A, etc.			SC with the support of FU	Just started in January 2016	The communication consultant will address the Q&A and other communication products but members have to address the issues of the Framework document
	c) Establish communication channels (list server, social media, IT, networks, etc.)			SC with the support of FU	Completed and running	
	d) Outreach and advocacy, incl. for broadening the Alliance membership, in close consultation with the Strategic Committee			SC with the support of FU	On-going	Outreach is done through the website, emails, and social media. More can be done
	e) Where appropriate support engagement of major groups and events.			SC with the support of FU	On-going	There has been participation in events organized by other major groups
11.	<p>Monitoring</p> <p>Measuring the achievements of the aspirational outcomes will be done by monitoring progress and impact and this will require:</p> <p>a) Developing targets and indicators;</p>			Strategic Committee with the support of the FU and the "ad-hoc Action group"	Not achieved	General and specific targets and indicators have not been defined but a survey is on-going for members to report on their achievements.
	b) Members reporting on their individual and joint achievements					
12.	<p>Relevant International processes</p> <p>The Alliance will take into account other international processes, related to agriculture, food security and nutrition and climate change and make full synergies between them. This will specifically require:</p> <p>a) Developing a calendar with relevant meetings for one year (12 months)</p>			FU	Mostly achieved	The Alliance has been engaging with other initiatives and alliances, although this has mostly been on ad-hoc basis, as opposed to a pre-planned calendar. A calendar of international events is kept and regularly updated by the FU.
	b) Listing meetings organized by Alliance members			FU	Achieved	The FU has always made publicity of events organized by members through the website