



Country: Bangladesh

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

Project Symbol: UTF/BGD/044/BGD

Duration: 4 Years

Starting Date: 1 September 2011

Completion Date: 31 August 2015

Ministry responsible for Project
Implementation: Ministry of Agriculture

Contribution from the GAFSP: USD 3 690 000

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Acronyms

ADB	Asian Development Bank
AGN	Nutrition and Consumer Protection
AGP	Plant Production and Protection
CIP	Country Investment Plan
CSO	Civil Society Organization
DANIDA	Danish International Development Agency
DIME	External Development Impact Evaluation
DFID	Department for International Development (UK)
DPs	Development Partners
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FAOR	

1.2 Sectoral Context

1.2.1 Development priorities and MDGs

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

Additionally, Bangladesh's *National Strategy for Accelerated Poverty Reduction II* was

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

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

2.5 FAO's Comparative Advantage

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

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

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

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

3. PROJECT FRAMEWORK

3.1 Impact

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

3.2 Outcome and Outputs

Outcome:

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

Outputs:

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

3.3 Description of activities

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

- monitoring and evaluation;
- public expenditure reviews;
- financial and economic analysis;
- costing plans and programmes, including the use of specialized software such as COSTAB;
- procurement and financial management;
- sector Wide Approaches (SWAs);
- results Based Management;
- recording, documenting and communicating so as to ensure transparency, sharing of information, lessons learned and

3.4 Sustainability

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

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

3.5 Risks and Assumptions

The risk of mis-targeting those individuals receiving training and other capacity development

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

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

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

4.2 Strategy/Methodology

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

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

ACTIVITY BUDGET

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

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ANNEX 1.2

LOGICAL FRAMEWORK

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

TERMS OF REFERENCE

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

**Technical Assistance Component
National FAO Team Leader**

General Responsibilities: In close collaboration with the overall IAPP Project Director (PD), under the operational supervision of the FAO Representative (FAOR) in Bangladesh, and the technical supervision of the Lead Technical Unit, T

The selected candidate must have:

-

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

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

Specific Tasks:

- assist in project administration and maintain up-to-date and accurate financial records of all disbursements and receipts related to the project, and use these records as the basis for preparing quarterly and annual financial reports for submission to the GAFSP Steering Committee and the Government of Bangladesh;
- in collaboration with the FAO Team Leader and the Programme/M&E Officer, and on the basis of approved annual work plans and projected future project activities, prepare budgets for forthcoming quarters and the next financial year;
- monitor project budget in terms of expenditures and commitments in accordance with the project budget and

Draft Terms of Reference – Programme and Monitoring and Evaluation Officer

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

Specific Tasks:

- be responsible for issues related to project management and implementation including annual work plans (in consultation with concerned stakeholders), budget revisions, regular reporting as described in the project document, problems arising during implementation
- coordinate project activities, including training sessions, study tours, field visits,

Draft Terms of Reference – Administrative Assistant

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

Specific Tasks:

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

Duty Station: Dhaka, Bangladesh

Qualifications:

- high school graduate, preferably with a university degree in Business Administration or a related field;

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Monitoring and Evaluation Framework

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

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

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

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

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

RESULTS

strengthening/sectoral planning and strategy			
41. Number of participants in M&E workshops, training events, seminars, conferences, etc. (disaggregated by gender and civil society affiliation)	tbd during needs assessment mission	N/A	tbd during needs assessment mission
(b) Project Specific Indicators (top five)	Baseline	Current	End Target
1. Percentage of investment project preparation, implementation and technical work on Country Investment Plan and related investment operations, including the IAPP-GAFSP investment component, completed by national stakeholders, i.e. percentage of Bangladeshis on project preparation teams and steering committees of investment projects, disaggregated by stakeholder group and gender	tbd during needs assessment mission	N/A	

A thorough baseline survey will be undertaken in th

Annex 6 - Description of Capacity Development Activities

- financial and economic analysis. This is usually a requirement for investment

V. Involvement of Farmers and Their Representatives in Investment Projects

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

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

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

VI. Institutional Set Up

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

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

Annex 7 –EXAMPLE of Financial Report Format

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

UNEP Grant No.:FAO

Name of Project

STATEMENT OF EXPENDITURE
 Reporting Period from _____ to _____
 In _____ (currency)

The screenshot displays a financial report interface with a table of expenditures. The table has multiple columns representing different categories and amounts. Key elements visible include:

- Printed on:** 12/11/10 DEC-10
- Report - Aggregat**
- TF Project:** Status Report Split by Prior/Current/Fut
- Year:** 2010-13
- Aggregate Values**
- Period:** 2010-13
- Columns:** Prior Years, Current, and Future.
- Accounting Hierarchy:**
 - Contracts (Parent Account)
 - 5000 Locally Contracted Labor (Parent Account)
 - 5001 Travel (Parent Account)
 - Support Services (Parent Account)
 - Operating Expenses (Parent Account)
 - 5040 General Operating Expenses (Parent Account)
- Amounts:** Various numerical values are displayed in the table cells, such as 178, 8,508, 2,000, 19,332, 9,677, 23,009, 1,485, 11,485, 11,524, 7,847, 9,677, 23,009, 100,167, 85,960, and 14,000.

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

Certified by: _____
 Name and Title: _____
 Date: _____