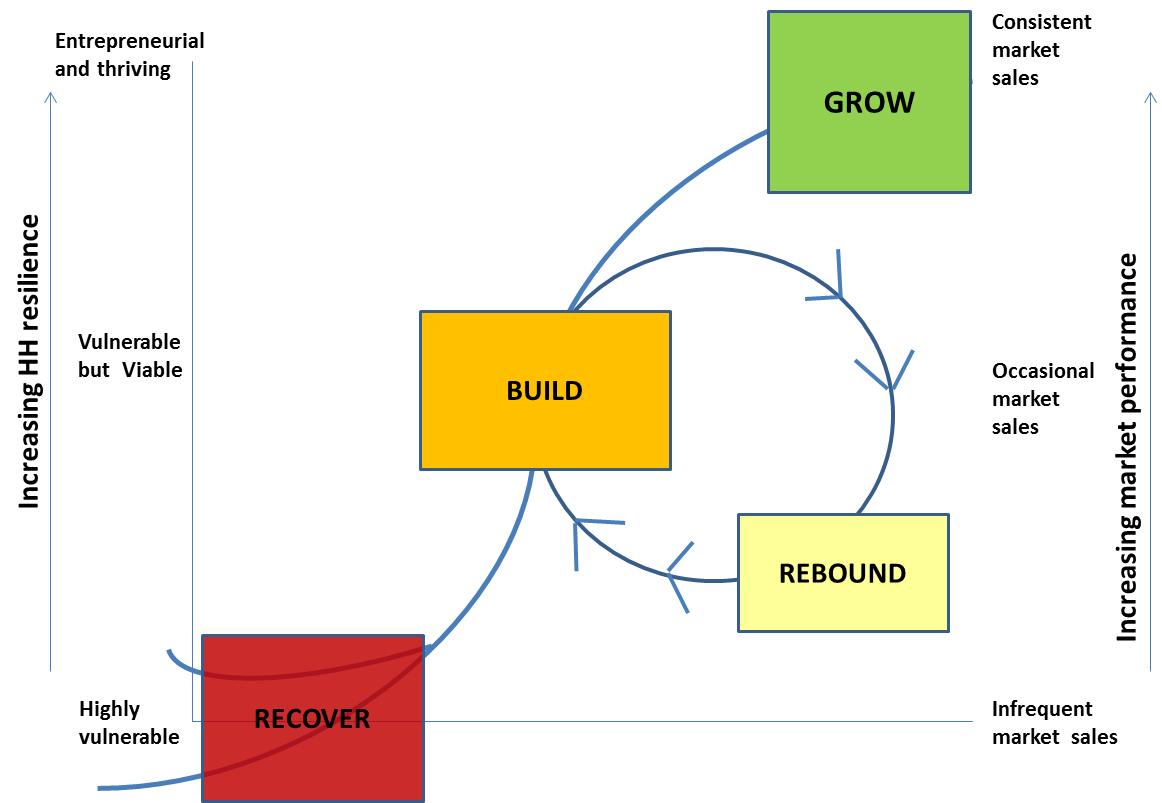
**Agricultural Livelihoods Signature Program Area**

**Implementation Roadmap**

1. **Introduction to the Results Framework**

Hunger and poverty affects close to 1 billion rural people. The development of agricultural livelihoods is critical to both ensuring food and nutrition security and increasing and diversifying incomes of the poor, especially women. The Agricultural Livelihoods Program Area has significant scope for expansion and achieving the goal of reducing hunger and ending poverty for millions of vulnerable farm families.

Our vision is that, over the next 5 years, we and our partners will provide a pathway to prosperity for 2 million rural households, or 12 million people.  Through the Pathway to Prosperity, the people we serve will benefit from more prosperous and resilient agricultural livelihoods.

CRS is one of the only global organizations committed to working with the most vulnerable families **all along** the pathway.  CRS supports rural families in their bid to leave poverty; attain food security and achieve incremental gains in prosperity through three stages  Recover, Build and Grow.  Each phase includes asset building, risk reduction and changes to systems and structures that support long term resilience and the ability to rebound from adversity, in line with the Integral Human Development framework.

At CRS we have the technical capacity, managerial experience and a broad network of research and implementing partners that are committed to accompanying farm households from high levels of vulnerability, through a process of upgrading that will lead to greater market value for their products: from recovery to resilience, from poverty to prosperity. As farm households move along the pathway they gradually strengthen their capacity to cope with stress and build their resistance to potential catastrophic events that may occur in the future.

The Agricultural Livelihoods Signature Program Area (AL-SPA) Results Framework is shown in **Figure 1** (overleaf). Three Strategic Objectives describe the change we hope to see in our target households at each stage of the pathway. These changes are catalyzed by the direct interventions of our partners and their collaborators, who develop and deliver innovative and equitable products and services to target households and communities (IR A). The changes are also achieved through the influence that we and our partners bring to bear on public and private sector decision-makers and other development agencies. Our focus is on the adoption of proven good practice and the need for equitable policies so that the vulnerable can access resources to which they are presently denied (IR B). Through our agricultural programming, we build strong partnerships with up-stream (collaborative) and downstream (institutional) agencies and the private sector to produce three outputs:

1. A range of innovative agricultural production, post-production, marketing and enterprise development approaches, methods, tools and technologies (Output A1),
2. Strong in-country partners capable of further innovating and delivering products and services demanded by our target clients (Output A2), and
3. Evidence of the impact of the use of the products and services that we have developed with our partners (Output B1).

Our strategy emphasizes the principles of subsidiarity, by strengthening the capacity of our longer term, in-country partners and local service providers (Output A2). This requires that we maintain and sharpen our ability to continually learn from our experiences and those of others. We use this learning to improve and develop new products and services (Output A1) and to continually seek more effective and efficient means of service delivery. Critical assumptions for the achievement of the Intermediate Results, both internal to CRS and external to the agency are shown in Table 1.

**Table 1. Critical assumptions for being able to deliver the AL-SPA Intermediate Results**

|  |  |
| --- | --- |
| **Internal** | **External** |
| * CRS retains appropriate and adequate technical staff in the SPA and in the SIPs * The agency business processes are capable of meeting the demands of the SIP * CRS’ governance and organizational structures support efficient and effective inter- and intra-sector technical collaboration * The One Agency culture provides an enabling environment for more efficient and effective programming within an Integral Human Development Framework * CRS agriculture maintains its competitiveness and accesses adequate funding for its programs | * CRS is able to establish and consolidate strategic relationships with external collaborators that complement in-house capacity to deliver outputs * Institutional partner competence and capacity improves sufficiently to meet donor and CRS expectations * US Government and other donors maintain a focus on agricultural development and food security |

|  |
| --- |
| **Figure 1. Agricultural Livelihoods Signature Program Area Results Framework** *(indicators in italics)* |

**Goal: 2 million vulnerable HH (12 million people) benefit from prosperous, resilient and climate smart agricultural livelihoods**

*# of beneficiaries (gender and age disaggregated); Progress out of Poverty Index (PPI)*

**SO1 - RECOVER**

**HHs have recovered and stabilized key human and livelihood assets**

**SO3 – GROW**

**HHs have grown their assets and participated in inclusive value chains**

**SO2 – BUILD**

**HHs have built skills and improved livelihood productivity and diversity**

*Net gain/loss of assets; savings; dietary diversity; farm-system diversity; # of months of hunger; Women’s Empowerment in Agriculture Index (WEAI)****.***

**IR A**: **CRS’ institutional partners & their collaborators innovate & deliver equitable products & services to HHs & communities**

*# of partners, farmer organizations, HH’s and beneficiaries registered by project and country*

*# of assets transferred (by type & gender disaggregated)*

*# of training products developed: # of people trained (by theme, by partner & beneficiary, gender disaggregated)*

*# of equitable business relationships established (according to typology of relation): # of business service providers strengthened (gender disaggregated)*

**IR B**: **CRS and partners influence policy and practice for greater equity in access to resources**

*# of studies/policy papers published*

*# of data sets available for analysis*

*# of participants at external convening events completed (for influence, learning, etc.)*

**Output A1**: **CRS, with collaborative and institutional partners, develops innovative products and services**

Conflict-sensitive and gender-responsive approaches, methods, tools and technology for:

* Market-based food, input, and infrastructure asset transfers
* HH and group financial and business management
* Watershed and natural resource management
* Crop and livestock management
* Diet diversification and nutrition messaging
* Service delivery mechanisms to farm families, organizations and other rural actors
* Relationship building among value chain actors
* Youth engagement in agriculture

**Output A2**: **CRS strengthens the capacity of our in-country partners to innovate and deliver products and services**

Approaches, methods and tools for:

* Partner capacity assessment
* Tailored programs to meet specific partner strengthening needs
* Matching traditional (face-to-face) and novel (e.g. e-learning) capacity strengthening methods
* Cross-partner and peer learning mechanisms (e.g. learning alliances, consortia, etc.)

**Output B1: CRS, in collaboration with R&D partners, produces evidence-based results for influencing policy and practice**

* Meta reviews
* Operations research studies
* Key-note presentations at major agricultural R&D forums
* Regional and global consortia and learning alliances

1. **Signature Program Area Investment Priorities**

The Signature Program Area Investment Priorities (SIP) of the AL-SPA that will be targeted for investment over the next three years with the aim of consolidating, expanding and/or achieving ‘industry leadership’ are:

1. A market-oriented approach to post-disaster recovery and subsequent development of resilient farmer seed systems for cereals, grain legumes and vegetatively propagated crops.
2. An integrated approach to skills development that enables smallholder farmers engage successfully with markets
3. A tool-kit that facilitates and brokers the inclusion of organized smallholder farmers in value chains that connects them with modern markets.

The following three sections - B1, B2 and B3 - provide an introduction to each SIP. The set of Strategic Initiatives (SI) that we consider necessary to consolidate our position as an industry leader over the next 3 years, the milestones, key responsibilities and an estimate of the additional allocation and external resources required to deliver the outputs for each SIP are detailed in Annexes 1, 2 and 3.

**B1. A market-oriented approach to post-disaster recovery that lays the foundation for the subsequent development of more resilient farming systems**

***Challenge.*** It is estimated that up to 50% of the world’s 500 million strong smallholder farming community eke out a marginal living in an increasingly precarious world. Millions of the poorest farmers are highly prone to disaster and with limited assets and virtually no access to consistent services. Many are trapped in extreme poverty. These communities regularly suffer from adversity caused by adverse weather through droughts, floods and they are increasingly threatened by conflict, economic crisis and poor governance. For the past 70 years, CRS has played a leadership role in helping many millions of people affected by disaster. However, emergency support services are generally short term. Having stabilized communities, these farmers need robust development options that enable them to restock basic assets and recover skills that enable them to restart their productive livelihoods. CRS has considerable experience in supporting this recovery process, through a package of methods which focus on providing a new start and building the longer term resilience of these farmers.

***Solution.*** CRS has a many years of experience in assisting smallholder farmers to recover from emergency and has developed a package of products that focus on key resilience aspects such as (i) group organization, (ii) market based access to seeds or livestock. (iii) good practice production methods for key crop clusters (cereals, grain legumes, roots, tubers and bananas) and livestock, all of which are essential for strengthening basic food security. In the process of transition from the RECOVER to the BUILD phase, CRS also works with farmers to encourage them to (i) start planning for the market, (ii) linking to input networks and (iii) initiating savings and loans communities to smooth income and expenditure. Within this packaged approach the pivotal link to improved productivity is access and maintaining an effective seed system. CRS has a number seed based approaches and technologies and this package will build on our existing leading role in seed security and basic food security programing.

***Innovation.*** Having worked on many aspects of upgrading seed systems, CRS is now seeking to establish an fully integrated seed systems approach that includes the following components: (i) Rapid Seed System & Seed Security Assessment, (ii) Market-Based Recovery with Seed Vouchers & Fairs, (iii) Seed Systems in Natural Disaster e-course, (iv) Farmer Seed Management & Storage, (v) Vegetatively propagated crop seed systems and (vi) an ICT application to monitor and aggregate seed information. Complementary to this package, and vital for vulnerable farmers that need to increase the productivity of staple food crops for home consumption and sale, will be a module on basic principles of Cereal, Grain legume and Roots-tubers-banana value chains.

***Investment needs.*** Generation of the new approach has already started. The seed e-course, which was co-funded by CRS and the World Bank was successfully implemented in Burkina Faso and Kenya and most recently in Senegal for World Bank, FAO, CRS, CRS partner and government staff. The next steps will require a reworking and updating of our other existing seed-based methods and materials and aligning them with a digital monitoring system, such that data can be collected and aggregated across the various components. Once reformatted, the seed systems approach will require field testing with our partners and integrating the seed systems approach into future projects. This process will be co-innovated and co-invested with our long-term partners from FAO, the CGIAR Research Programs, World Bank, US Universities, such as Purdue, and key diocesan and secular partners. All modules will include a gender perspective given the prominent role that women play in seed, crop and livestock systems.

***Benefits to CRS and partners:*** Based on experience with the CRS/World Bank Seed Systems and Natural Disaster Risk Management course, the benefits to CRS and our partners will include: (i) Deepening the CRS reputation in innovative agriculture recovery from disaster and expanding our influence, (ii) Strengthening CRS Country Program and partner capacity resulting in higher quality and more competitive proposals, (iii) Bridging the investment between the Emergency SPA and the Agriculture Livelihoods BUILD Signature Objectives and (iv) Creating the next generation of seed products that can be sold to clients and customers via tailored training programs.

**B2.**  **An integrated approach to skills development that enables smallholder farmers to engage successfully with markets**

***Challenge:*** Over the past 20 years agricultural investments have increasingly focused on raising the productivity and incomes of poor rural HH’s. With an emphasis on market linkage, most approaches are focused on specific interventions within target value chains. Whilst the value chain approach is highly effective for market ready farmers, our research shows that more vulnerable farmers require a broader range of skills that supports greater resilience and income gains through diversification. To address these needs CRS has developed a modular skills based approach that provides an integrated market oriented approach to support the food security and market needs of vulnerable farming communities.

***Solution:*** To provide vulnerable farming communities with a more robust and sustainable upgrading process, CRS and partners have developed the‘5 Skills for markets linkage” approach, to successfully engage poor farmers in markets. The core skills being (i) group management, (ii) financial management, (iii) natural resource management, (iv) marketing and (v) innovation. This integrated skills approach is designed to support farmers who have progressed out of an emergency support need (RECOVER), but have inconsistent market sales. The sequenced package of capacity strengthening tools helps farmers to develop skills to increase their incomes through sales of crop and livestock products in local and regional markets.

***Innovation:*** The 5 skills are not new of themselves; however, the innovation lies in the integration of these skills within a combined process. The standardization of the learning products and their deployment through distance learning modules will accelerate capacity building and scaling out of the program. These learning products are complemented by a digital profitability calculator which enables farmers to prepare business plans and synchronize the information into a common database.

***Investment needs****:* This strategic investment approach has three components:

1. The concepts and principles behind the approach itself
2. A suite of 5 Skills training materials, prepared as e-learning modules with field agent kits, and
3. A digital field-agent business planning application (Farmbook) that supports the preparation of business plans and management of agro-enterprise data for the farmer and the service provider.

These components are in different stages of development. The 5 Skills guides and Farmbook have been successfully validated in 4 Central American and 4 Southern Africa countries over the period 2009-2013. The accompanying e-learning modules and field agent kits will be completed in English by September 2013. Farmbook has passed through testing and training environments in Southern Africa and is now in the production environment where data collected in the field is being collated into an agency wide database. Additional financial support is required to finalize the products, make them available in French and Spanish and roll out the approach into existing and new target projects across the CRS world.

***Benefits to CRS and partners:*** This standardized, market oriented capacity building approach will raise the field performance of CRS and partner staff. The ability to monitor results using ICT methods will help CRS teams and partners to review project performance in both training and implementation stages. Data aggregation will enable teams to analyze information more rapidly and share evidence with our peers and donors, to influence future interventions and funding opportunities.

**B3. A tool-kit that facilitates and brokers the inclusion of organized smallholder farmers in value chains that connects them with modern markets.**

***Challenge.*** The pressures of population growth, an aging agricultural population, globalization, declining natural resources and climate change are causing rising concerns amongst leading food companies about the future sustainability of their agriculture supply chains. As a consequence, leading companies such as Mars, Kraft, Unilever, and Hershey have made public commitments to sustainably source 100% of their agricultural products over the next 5-10 years. While such commitments represent tremendous opportunities for more inclusive value chains between informal smallholder farmers and the formal private sector, significant support is required to bring the worlds together through upgrading schemes, third party sustainability certifications like fair trade, organic, Rainforest Alliance, UTZ[[1]](#footnote-1) and other contractual trading relationships.

***Solution.*** CRS will work with leading corporate agencies such as Wal-Mart, Unilever’s Ben & Jerry’s, Whole Foods, Starbucks, Hersheys, Ritter Sport, ECOM[[2]](#footnote-2), to test the market linkage tool-kit over a five-year period. The tool-kit has 7 modules: (i) Value chain analysis and prioritization, (ii) Producing for the market, (iii) Adding Value in postharvest, (iv) Creating Economies of Scale, (v) Generating business Know-How, (vi) Establishing value chain relationships and (vii) Strengthening public policy for value chains. Each module will pay specific attention to equity issues among and within value chain enterprises, particularly gender and opportunities for youth. The tool-kit will include partnerships with global, pro-poor financial service providers and social investment funds such as Root Capital, Rabobank and others to sustainably finance these operations. CRS will leverage its leading agro-enterprise teams such as those in Nicaragua, Philippines and Ethiopia and scale out to the target agricultural countries where opportunities arise. We will establish strategic partnerships with research institutes such as CIAT and universities including MSU to create evidenced based learning and impact in these projects. We will consolidate its leadership role in networks and associations such as the Sustainable Food Lab and Specialty Coffee Association of America.

***Innovation.*** The combination of an effective training program where experiences can be exchanged, strategic private sector partnerships, and catalytic funding will provide the synergy needed to accelerate the GROW aspects of the CRS agroenterprise programming across the globe. The tool kit will enable CRS staff and partners to facilitate and broker the movement of organized farmers from a position of periodic sales into the market to consistent sales into formal markets. Given the different targeting of this approach in terms of product, location and farmer types, country programs may choose an entirely new market-ready client population and region with which to work in order to secure agro-enterprise experience in their region.

***Investment needed.*** The strategic investment has three components:

1. Finalizing the components of a market linkage tool-kit that CRS and partners can use to broker linkages between informal smallholder farmers and modern markets.
2. Testing and adaptation of the market linkage tool-kit in projects with corporate partners to validate the effectiveness of the methods under different cultural, social, economic and institutional settings.
3. The establishment and consolidation of strategic partnerships with key food companies and pro-poor financial service providers.

Parts of the market linkage tool-kit have been tested in all the major regions of CRS activity. It is anticipated that CRS will seek to incorporate the GROW elements of the agricultural strategy at scale within large food security programs such as the new round of DFAPs in 2013-14 and 2014-2015. We will also explore and develop new sources of funding, targeting non-traditional donors to expand this area of investment.

***Benefit to CRS and partners.*** The combination of an effective tool-kit, strategic private partnerships, and targeted funding will provide the synergy needed for CRS agro-enterprise programming across the globe. Farmer groups in country programs with successful BUILD based programs will be analyzed to advance as emerging value chain actors. These pilots will create a track record immediately in regions currently without such experience, positioning CRS for growth and impact in agroenterprise. Importantly for our partners, improvement in our ability to identify and foster profitable agroenterprises will provide opportunities to engage youth in our programming. In addition, closer collaboration with CRS Fair Trade in the identification of common projects in which to invest innovation and learning funds will strengthen awareness of CRS work overseas with the US Catholic community.

1. **Strategic Investments, Milestones and Timeframe**

Each SIP has made an implementation plan for Financial Years 14, 15 and 16. Annexes 1, 2 and 3 detail the Strategic Investments (SI) and corresponding milestones for each of the AL-SPA SIP according to each of the 8 Intermediate Results of the SPA Leadership Framework.

1. **Responsibilities**

Each SIP will be led by a member of the CRS Agricultural Technical Advisor community. For the purpose of the development of the SIP Implementation Roadmaps this leadership function has been undertaken by:

* Tom Remington for the Seed System SIP,
* Shaun Ferris for the 5Skills – Farmbook SIP, and
* Jefferson Shriver for the Inclusive Value Chain SIP

In Annexes 1, 2 and 3, a preliminary list of the CRS agricultural staff and staff from collaborating SPA and support units who will participate in each SI has been included.

The successful implementation of the AL-SPA Roadmap and the execution of the Strategic Initiatives under each SIP will require that the SIP Leaders designate 35% of their time exclusively to the SIP activities. It is estimated that Senior and Technical Agricultural Advisors will need to dedicate at least 15-25% of their time to SIP-related functions depending on the relative priorities of each region.

1. **Resources needed to support successful implementation of the SIP**

The financial resources needed to support successful implementation of the three SIP will come from three sources:

1. CRS allocation resources that presently support key agricultural technical staff positions and fund in-country projects that have or will have SIP specific content.
2. Resources that are captured through externally funded projects. Some of these projects may directly support the objectives of the respective SIPs. An example is the AusAID ‘Developing capacity for agro-enterprise’ project that will do operations research on the 5 Skills Set in Malawi and Zambia. Others, such as USAID-funded DFAPs, will indirectly support the scale-up of the approaches, methods and tools developed by the SIP.
3. Additional allocation resources that are required to accelerate the development, roll-out and proof of concept of the approaches, methods and tools that are the subject of the respective SIPs, and support our efforts in marketing and communication and advocacy.

The following sub-sections E1 and E2, summarize the Resource Mobilization Plan of the AL-SPA and the estimate of the additional allocation resources required to support the 3 AL-SPA SIP in the period FY14-16.

**E1. Agricultural Livelihoods SPA Resource Mobilization Plan**

***Donor Trends:*** An external study of funding trends in agriculture and competitive analysis for CRS agriculture programs was contracted by the BDT/FSU in September 2012. The overall findings indicated:

* Despite trepidation regarding reduced donor budgets in 2013 and 2014, especially for USG funding, overall funding will only marginally decrease in 2013 and begin increasing gradually thereafter through 2015.
* Agriculture and food security funding is increasingly for: 1) market-led value chain development; 2) policy analysis and advocacy to improve regulatory environments; 3) public-private partnerships to leverage donor resources and facilitate technology transfer; 4) research partnerships for agricultural productivity; 5) policy impact and “proof of concept” analyses; 6) access to capital; and 7) communications and media outreach for behavior change messaging and advocacy. In addition, USAID and other donors have increased their attention on the need for nutrition-sensitive agricultural programming and demand for a clear focus on gender in all proposals.[[3]](#footnote-3)

***Donor Funding:*** Agriculture is one of CRS’s top three program sectors in terms of expenditures. Expenditures have increased since 2006, from slightly over $67 million to over $116 million in 2011, when it reached its largest share of total CRS spending with 14.1 percent in 2011. Agriculture has experienced steady growth since 2006. USAID funding for agricultural programming in CRS, which in 2011 comprised 60.1 percent of total agriculture expenditures, has increased by an average of over six percent since 2006. Non-USG funding has increased from 19.3 percent in 2005 of the CRS Agriculture portfolio to 36.3 percent. US-based foundation giving has become the most important source of non-USG funding for agriculture in CRS. Virtually non-existent as of 2007, funding from foundations now totaled $20.8 million per year.

***Private Funding for Agriculture:*** Private funding expenditures (under CRS’s 1550 account) have increased steadily from approximately $4.7 million in 2006 to $7.6 million in 2011. This increase has not been commensurate with the larger relative increases in total agricultural expenditures.

***Competitiveness:*** CRS has a very strong record of competitiveness in Agriculture and in the related Food Security sector. On average for the past seven years, CRS has won 70 percent of its proposals that contain Agriculture programming – a showing second only to the Emergency Sector -- and has maintained a consistently high annual win rate in the face of radical changes to the funding and competitive landscapes.

Among CRS’ current agricultural portfolio of public donors, more proposals are submitted and won under OFDA funding compared to any other donor, while the largest source of our financial revenue in Agriculture comes from USAID’s Office of Food For Peace (FFP). Both of these funding streams currently concentrate resources in RECOVER and BUILD of CRS’ Agricultural Livelihoods SPA Results Framework. However, both donors face downward budget pressure within the USG foreign aid climate and since CRS already ranks first amongst PVO recipients for both OFDA and FFP/Title II development funding, neither represents significant growth areas for CRS in agriculture.

CRS also has a diverse base of Agriculture funding from other USG agencies, other governments, multi-lateral institutions, and foundations, bringing a diverse range of funding interests along CRS’ Pathway to Prosperity. The total volume of resources we pursue and win from most donors in those categories is relatively small (with the exception of HGBF), suggesting potential room for growth.

CRS’ worst business development performance for Agriculture occurs on large-value USAID Mission opportunities, in the technical bureaus of USAID/Washington – including E3 (Economic Growth, Education, and Environment – formerly EGAT) and Innovation and Development Alliances (IDEA, which houses USAID’s Global Development Alliance and Development Innovation Ventures divisions) – and in the major multi-lateral donor agencies, including the World Bank and pan-regional banks. These funding streams tend toward the GROW phase of the Agriculture Results Framework, and therefore warrant CRS’ additional focus and pre-positioning efforts to enhance our competitiveness for these resources. At the same time, we must not rest on our laurels in the RECOVER and BUILD categories, given that these are presently our largest sources of funding.

***Target countries.*** 23 countries have been prioritized by the AL-SPA team based on the following criteria: a) current programming and capacity, b) impact on hunger and poverty at scale, c) potential for innovation, potential for resource acquisition and expansion. Annex 4 provides a list of these countries by region and the opportunities and challenges presented by each one.

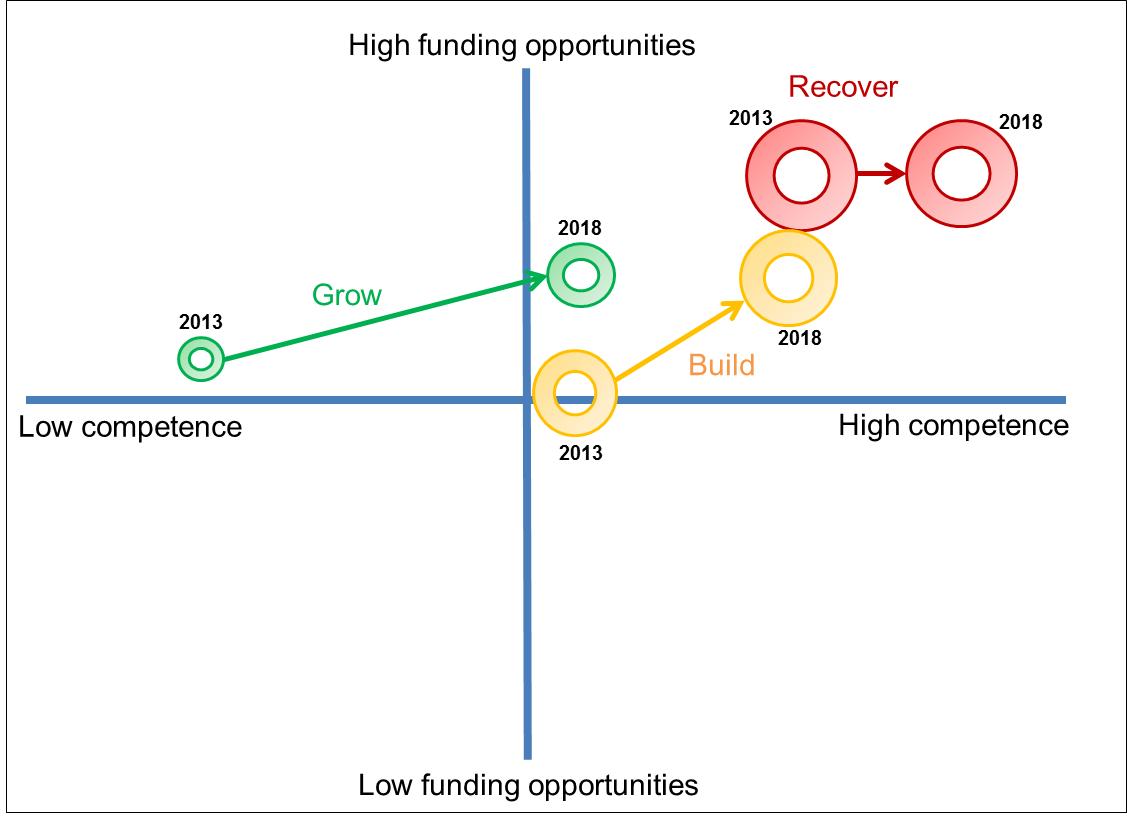
# *Where we want to be:* In the absence of a sound costing mechanism within CRS, the AL-SPA team assumes no change in our current cost of $78 per direct beneficiary per year (calculated from our current level of spending from all donor sources in the Agriculture program area). The service delivery cost per beneficiary per year ranges from a minimum of $4 in the RECOVER segment to $656 in the GROW segment. Our aim is to enhance the quality and level of services delivered to both target populations and implementing partners. This suggests a desired increase in cost per beneficiary (CPB). We also want to achieve greater efficiencies and alignment within our global structure and approach, leading to greater value for money. Therefore, as a projection tool only, a sustained CPB of $78 applied to CRS’ planned target of 2 million direct beneficiaries over the 5-year life of the strategy would equate to a *revenue target of approximately $156 million per year*, a 30 percent increase from 2012 levels*.*

Based on the highly competitive landscape and downward pressures on many donor budgets, this target is ambitious. A more in-depth analysis will be produced in the next phase of SPA implementation planning, which may require a subsequent revision of cost/beneficiary and revenue targets. The overarching strategies for each client segment (RECOVER, BUILD, GROW) to position CRS competitively and achieve programmatic and revenue targets in the Agriculture sector are briefly presented below and are graphically represented in Diagram 1.

**1. Strengthen CRS capacity and leadership position in the *RECOVER* segment**

CRS will enhance our status as a global leader by focusing on gender-equitable emergency response, resilience, Disaster Risk Reduction, Natural Resource Management and nutrition-sensitive programming. In light of climate change and the expected increase in major emergencies, CRS will need to ensure resources are available, and scalable to meet response needs. Key donors include USAID OFDA, EFSP, USAID Title II, WFP, and private donor base. To maintain our position and level of funding in a highly competitive market we need to increase the effectiveness and efficiency of our programming. The Post-Disaster Recovery SIP is designed to enhance the competence of CRS and partner staff to do this.

**Diagram 1. Projection of CRS Agricultural Programming competence and funding**



**2. Establish CRS capacity and leadership position in the BUILD segment**

CRS will establish a leadership position by continuing to win funds from traditional donors, including USAID Title II resiliency programs, BFS resiliency programming, and expand to other key opportunities, such WFP P4P, BMGF and Howard Buffet Foundation. Other areas for expansion include climate change and environmental management, gender-responsive and nutrition-sensitive programming, research and learning. The opportunities for growth in this segment will be built on a major effort in strengthening the competence of CRS and partner staff. The 5 Skills and Farmbook SIP will provide an important contribution to this effort.

**3. Position CRS as an influencer and competitor in the GROW segment**

To reach further into this market, CRS will need to target more opportunities focused on PPP, finance and investment, regional commodity and trade programs, and policy advocacy. More significant resources are needed here to build capacity for resource acquisition, and operational capacity to manage USG contracts. This area represents strong opportunities for growth and high return on investment with higher value opportunities. Key donors include USAID BFS, USDA, and BMGF. Other donors and partners will likely include, MCC, and global banking and finance partners. This is the segment in which greatest enhancement in CRS competence is required. The Inclusive Value Chain SIP is a direct investment in achieving the change in competence required.

**E2. Additional Allocation Resources required to Accelerate SIP Development**

Each SIP has identified specific actions within their respective Strategic Initiatives where additional funding would accelerate the development, roll-out and proof of concept of the targeted products. *A priori*, a ceiling investment of $500,000 was established for each SIP. This amount was allocated according to the specific needs of each SIP taking into account past experience in developing similar products. For example, in the case of the 5 Skills-Farmbook and Inclusive Value Chains SIP, the need for a dedicated specialist to support product development, e-learning courses, support to operations research and knowledge management and learning has been identified for funding. The distribution of these resources and a preliminary estimate of the external resources that have already been or could be raised to support SIP specific activities have also been estimated. The Tables in Annexes 1, 2 and 3 provide the details for each SIP.

**E3. Organizational resources**

The collaboration and support required from sister sectors and CRS business units, and especially those that house the Core Competencies, will be critical for the success of the SIP. Time restrictions have not allowed us to interact with the relevant staff to fully dimension the magnitude of this collaboration and support. This Implementation Roadmap should be considered as a concept note that if favorably viewed by CRS management will require development into full SIP proposals and plans of work with the participation of the Senior and Regional Technical Advisors for Agriculture and the critical collaborators from sister sectors and critical business units.

**Annex 1. Post-Disaster Recovery SIP**

| **Intermediate Results** | | **Post-Disaster Recovery Specific Strategic Initiatives** | **Milestones along the way** | **Responsible** | **Finance, $[[4]](#footnote-4)** | | | **Total, $** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Year 1** | **Year 2** | **Year 3** |
| **IR 1** | **Strengthen staff and partner capacity** | SI 1.1 Carry out a Systematic Review of CRS Seed System Security activities | Year 1. Systematic review concluded and staff training plan designed | Tom Remington, Stephen Walsh, Michael Potts, Anne Turner, Jules Keane, Mireille Barbier, Geoff Heinrich, Nik van Wees, Valerie Rhoe, Shaun Ferris, Rupert Best, Jefferson Shriver, Gaye Burpee, Paul Hicks, Hap Carr, Guy Sharrock, Megan McGlinchy, Gretchen Regehr |  |  |  |  |
| SI 1.2 Develop a RECOVER syllabus and curriculum of 8 eCourses and deliver the existing Seed Systems in Disaster Risk Management eCourse | Year 1. 3 modules completed and accessible online  Year 1. Staff from Country Programs with significant RECOVER activities for vulnerable farmers trained as trainers  Year 2. 3 additional modules completed and accessible online  Year 2. At least 30 country program and partner staff trained in the RECOVER syllabus  Year 3. All 9 modules completed and accessible online  Year 3. At least 30 additional country program and partner staff trained in the RECOVER syllabus | 190,000  *160,000* | 190,000  *160,000* | 120,000  *100,000* | 500,000  *420,000* |
| **IR 2** | **Build strategic partnerships** | SI 2.1 Establish an MoU with Purdue University for postharvest, the Rice and RTB CRPs and FAO and CIAT for seed security | Year 1. MoUs signed with strategic partners | Tom Remington, Stephen Walsh, Michael Potts, Anne Turner, Jules Keane, Mireille Barbier, Geoff Heinrich, Nik van Wees, Jefferson Shriver, |  |  |  |  |
| SI 2.2 Collaborate with FAO and co-lead a learning process in innovative seed-based recovery from disaster and play an active role in the Rice and RTB CRPs and engage the World Bank as they increase investment in Integrated Seed System Development | Year 2. Engagement with FAO and World Bank consolidated in co-leadership of learning platform. |  |  |  |  |
| **IR 3** | **Innovate and scale up** | SI 3.1 Refine and improve the Seed System Security Assessment conceptual framework and tool to better capture resilience and change in the institution of seed aid in collaboration with FAO | Year 2. Conceptual Seed System Security Assessment refined.  Year 3. Tool to capture resilience and change in the institution of seed aid developed. | Tom Remington, Stephen Walsh, Michael Potts, Anne Turner, Jules Keane, Mireille Barbier, Geoff Heinrich, Nik van Wees, Valerie Rhoe, Shaun Ferris, Rupert Best, Jefferson Shriver |  |  |  |  |
| SI 3.2 Design and implement a training program and a training impact evaluation survey for seed assessment | Year 1. Training strategy and implementation plan developed for impact evaluation survey for seed assessment.  Year 2. First training course delivered based on demand  Year 3. Second training course delivered | *150,000* | *150,000* | *200,000* | *500,000* |
| **IR 4** | **Implement high quality MEAL** | SI 4.1 Design, field test and roll out a Seed Voucher & Fair SMILER and develop a M&E and knowledge management system | Year1. Knowledge management system for CRS work in seed developed | Tom Remington, Stephen Walsh, Michael Potts, Anne Turner, Jules Keane, Mireille Barbier, Geoff Heinrich, Nil van Wees, Megan McGlinchy |  |  |  |  |
| SI. 4.2 Engage an adult learning expert to review and evaluate the existing training outreach program and the suite of new products under development | Year 2. Report of adult learning expert on evaluation of training outreach program.  Year 3. Recommendations of training evaluation incorporated into on-going training processes. |  |  |  |  |
| **IR 5** | **Market and communicate our successes** | SI 5.1 Publish specific reports on CRS Seed Security experience and capacity | Year 1-3. Yearly reports on Seed Security experience and Capacity | Tom Remington, Stephen Walsh, Michael Potts, Anne Turner, Jules Keane, Mireille Barbier, Geoff Heinrich, Nik van Wees, Jefferson Shriver, Megan McGlinchy |  |  |  |  |
| SI 5.2 With a focus on field interest and demand, organize an annual learning event to roll out products as these are developed | Year 1. Presentation at up to 4 conferences with corresponding publications  Year 2. Presentation at up to 4 conferences with corresponding publications  Year 3. Presentation at up to 4 conferences with corresponding publications |  |  |  |  |
| **IR 6** | **Advocate for just structures and policies** | SI 6.1 Develop and implement a seed investment beneficiary accountability system to obtain feedback on change in beneficiary satisfaction and investment effectiveness | Year 1. Beneficiary accountability system designed and tested  Year 2-3. Yearly reports on beneficiary accountability and investment effectiveness. | Tom Remington, Stephen Walsh, Michael Potts, Anne Turner, Jules Keane, Mireille Barbier, Geoff Heinrich, Nik van Wees, Valerie Rhoe, Hap Carr, Guy Sharrock, Megan McGlinchy |  |  |  |  |
| SI 6.2 Advocate for farmer centered seed system development approach with World Bank, BMGF and USAID | Year 1. Multi-stakeholder advocacy strategy with key partners designed  Year 2. Advocacy strategy implementation initiated  Year 3. Advocacy strategy reviewed and recommendations for future actions |  |  |  |  |
| **IR 7** | **Raise more resources** | SI 7.1 Partner in new BMGF proposals in grain legume seed systems, soil fertility and postharvest | Year 1. At least 1 proposal submitted for funding  Year 2. At least 1 proposal submitted for funding  Year 3. At least 1 proposal submitted for funding | Tom Remington, Stephen Walsh, Michael Potts, Anne Turner, Jules Keane, Mireille Barbier, Geoff Heinrich, Nik van Wees, Jefferson Shriver, Gaye Burpee |  |  |  |  |
| SI 7.2 Pursue and acquire funding from World Bank for Integrated Seed System Development | Year 3. $1 million in revenue generated through demand for practitioner organizations for pay for training in seed systems |  |  |  |  |
| **IR 8** | **Work smarter through better systems and processes** | SI 8.1 Ensure that all product development and delivery+D7 activities are compliant with CRS systems and processes |  | All Al-SPA members |  |  |  |  |
| SI 8.2 Establish a regional ag. advisor led management system with effective teamwork, communication and support | Year 1. Roles &responsibilities for management system defined and implemented  Year 2. Effectiveness of management system assessed and refined | Tom Remington with all AL-SPA members |  |  |  |  |
|  | **Total CRS Costs** |  |  | **Total CRS costs** | 190,000 | 190,000 | 120,000 | 500,000 |
|  | **External resources** |  |  | **External resources** | *310,000* | *310,000* | *300,000* | *920,000* |
|  | **Total costs** |  |  | **Total costs** | 500,000 | 500,000 | 420,000 | 1,420,000 |

**Annex 2. 5 Skills-Farmbook SIP**

| **Intermediate Results** | | **5 Skills-Farmbook Specific Strategic Initiatives** | **Milestones along the way** | **Responsible** | **Finance, $[[5]](#footnote-5)** | | | **Totals** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Year 1** | **Year 2** | **Year 3** |
| **IR 1** | **Strengthen staff and partner capacity** | SI 1.1. Map existing 5 skills Farmbook amongst key CRS personnel and Partner staff | Year 1. 20% of CRS ag staff /partners registered Year 2. 40% 20% of CRS ag staff /partners registered Year 3. 60% of CRS ag staff /partners registered | Shaun Ferris Rupert Best G. Heinrich G. Regehr O. Dashevsky | 75,000 | 75,000 | 75,000 | 225,000 |
| SI 1.2. Develop conventional and e-learning courses for 5 skills Farmbook materials and train CRS and Partner staff | Year 1. 20% of CRS ag staff /partners take 1 skills / FB Year 2. 40% Ag staff and partners take > 1 e-course. Year 3. 60% Ag staff and partners take > 1 e-course | Shaun Ferris Rupert Best G. Heinrich T. Shaw, M .Ferguson | 110,000 |  |  | 110,000 |
| **IR 2** | **Build strategic partnerships** | SI 2.1. Consolidate strategic partnerships for key learning and deployment issues (PPI, market linkage, resilience, poverty reduction, watershed management) with research, private sector and civil society organizations | Year 1. 1 new consortium on target option e.g.(i) HH PPI (Grameen + NGOs), (ii) Resilience (Cornell consortium), Year 2. 1 new consortium on target option e.g. (iii) Market access (CIAT, World Bank, Tufts + NGOs), Year 3. 1 new consortium, focus on target option e.g. (iv) HH Nutrition, (v) Women out of Poverty | Shaun Ferris Rupert Best S. Andrews V. Rhoe Guy Sharrock (PPI) Heather Dolphin (res) NGO partners | 15,000 | 15,000 | 15,000 | 45,000 |
| SI 2.2. Consolidate participation in existing networks / consortium or catalyze new networks to support resilience market linkage work | Year 1. Integrate PPI into >1 project across members. Year 2. Integrate resilience into >1 project X members Year 3. Publish works from existing consortiums | Shaun Ferris Rupert Best S. Andrews, V. Rhoe Guy Sharrock (PPI) H. Dolphin (res), partners |  |  |  | - |
| **IR 3** | **Innovate and scale up** | SI 3.1. Develop prototype products for BUILD SIP that support or catalyze innovation processes and are scalable | Year 1. Finalize existing 5 Skills / FB products Year 2. Develop at least 1 new / updated BUILD products Year 3. Develop at least 1 new BUILD product | Shaun Ferris Rupert Best G. Heinrich |  |  |  | - |
| SI 3.2. Test prototype products in pilot projects and evaluate feasibility for scaling up | Year 1. Roll out elearning products to 20% Ag staff Year 1. Conduct at least 1 learning alliance training Year 2. Roll out elearning products to 40% Ag staff Year 2. Conduct at least 1 learning alliance training Year 3. Roll out elearning products to 60% Ag staff Year 3. Conduct at least 1 learning alliance training | Shaun Ferris Rupert Best G. Heinrich G. Burpee V. Gottret G. Regehr S. Andrews | *150,000* | *150,000* | *150,000* | *450,000* |
| **IR 4** | **Implement high quality MEAL** | SI 4.1. Develop standard indicators for 5 skills - Farmbook operations ,i.e., # of standardized training tools developed, # 5 skills training session offered to target clients, # of business plans created | Year 1. Pilot standard indicators for skills acquisition in target project (MAWA Zambia) Year 2. Extend standard skills indicators > 1 new project Year 3. Extend standard skills indicators > 1 new project | G. Heinrich MAWA Staff J. Campbell MEAL Staff GKIM staff |  |  |  | - |
| SI 4.2. # of evaluation / impact papers developed through research partnerships on 5 skills - Farmbook interventions | Year 3. One impact study published on effectiveness of 5 skills FB in linking vulnerable farmers to markets | Shaun Ferris Rupert Best G. Heinrich, G. Burpee, V. Gottret, MEAS, MSU | *100,000* | *100,000* | 50,000 | 50,000  200,00 |
| **IR 5** | **Market and communicate our successes** | SI 5.1. Contribute at least 3 SIP specific communication products within AL-SPA communications strategy | Year 1. Publish Agric Blog for internal / external audience Year 2. Publish operations research with University partners.  Year 3. Publish consortium learning products | V. Rhoe V. Gottret, Shaun Ferris, Rupert Best, S. Andrews, NGO partners |  |  |  | - |
| SI 5.2. Convene or play a leading role in at least 1 internal and 1 external 5 skills FB symposium / year | Year1. Establish > 1 learning alliance to support skills Year 2. Convene > 1 consortium meeting with partners Year 3. Convene Resilience meeting with NGO Partners | Shaun Ferris H. Dolphin, E. Wei, V. Rhoe, V. Gottret Uni / NGO partners |  |  | 100,000 | 100,000 |
| **IR 6** | **Advocate for just structures and policies** | SI 6.1. Establish beneficiary registration systems to record services delivered and evaluate client satisfaction with services | Year 1. Roll out Farmbook registration process Year 1. Pilot map and track service provision Year 1. Develop SMS customer satisfaction process. Year2. Integrate FB registration data with EARO / PIMS Year 2. Consolidate Map and Track services | Shaun Ferris, Rupert Best, G. Heinrich, G. Regehr S. Hellen, O. Dashevsky S. Andrews | *10,000* | *10,000* | *10,000* | *30,000* |
| SI 6.2. Contribute at least 1 advocacy paper per 3 year period within the AL-SPA advocacy process | Year 3. One advocacy paper to promote 5 skills - Farmbook in linking vulnerable farmers to markets | Shaun Ferris Rupert Best, E. Wei, B. White, S. Andrews |  | 10,000 | 10,000 | 20,000 |
| **IR 7** | **Raise more resources** | SI 7.1. Develop and implement a yearly Resource acquisition plan, as part of AL-SPA resource plan | Year 1. Resource acquisition plan submitted Year 2. Resource acquisition plan submitted Year 3. Resource acquisition plan submitted | Shaun Ferris Rupert Best V. Rhoe, S. Andrews |  |  |  | - |
| SI 7.2. Develop partnerships and strategies to access complementary funding from at least one non-traditional donor within AL-SPA | Year 1. Submit > 1 proposal to donor for Build support Year 2. Submit > 1 proposal to donor for Build roll out Year 3. Submit > 1 proposal to donor for Build roll out | Shaun Ferris, Rupert Best, V. Rhoe, S. Andrews, M. Smith, D. Wortman, FCE team members |  |  |  | - |
| **IR 8** | **Work smarter through better systems and processes** | SI 8.1 Ensure that all product development and delivery+D7 activities are compliant with CRS systems and processes |  | Tom Remington and all AL SPA members with respective agency-wide business process managers |  |  |  | - |
| SI 8.2 Establish a regional ag. advisor led management system with effective teamwork, communication and support | Year 1. Roles &responsibilities for management system defined and implemented  Year 2. Effectiveness of management system assessed and refined | Tom Remington and all AL SPA members with Human Resources |  |  |  | - |
|  | **Totals CRS Costs** |  |  | **Total CRS costs** | 200,000 | 100,000 | 200,000 | 500,000 |
|  | **External resources** |  |  | **External resources** | *260,000* | *260,000* | *210,000* | *700,000* |
|  | **Total costs** |  |  | **Total costs** | 460,000 | 360,000 | 410,000 | 1,200,000 |

**Annex 3. Inclusive Value Chains SIP**

| **Intermediate Results** | | **Inclusive Value Chain Strategic Initiatives** | **Milestones along the way** | **Responsible** | **Finance, $[[6]](#footnote-6)** | | | **Totals** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Year 1** | **Year 2** | **Year 3** |
| **IR 1** | **Strengthen staff and partner capacity** | SI 1.1 Identify CRS country demand for use of agroenterprise tool-kit and design roll-out strategy | Year 1. Roll-out strategy completed within 4 months of Year 1 start. | Jefferson Shriver, Maria Veronica Gottret, Nikaj Van Wees, Anne Turner, Shaun Ferris Rupert Best | 100,000 | 75,000 | 75,000 | 250,000 |
| SI 1.2 Conduct conventional and virtual trainings in regions and specific country programs with value chain programming potential, through a training of trainers and use of the tool-kit (see IR 3) and training modules | Year 1. 20% of CRS ag. staff /partners trained as per roll-out strategy  Year 2. 50% of CRS ag. staff /partners trained as per roll-out strategy  Year 3. 70% of CRS ag. staff / partners trained as determined by roll-out strategy | Jefferson Shriver, Rupert Best, Shaun Ferris, Anne Turner, Nikaj Van Wees , Jules Keane | 25,000 | 25,000 | 25,000 | 75,000 |
| **IR 2** | **Build strategic partnerships** | SI 2.1 Cultivate up to 5 partnerships with the private sector to incorporate small holders into competitive value chains and enhance value chain resilience (food and financial service companies). Establish strategic partnerships with leading research and academic institutions such as CIAT and MSU. | Year 1. One Global partnership established with Root Capital or Rabobank to train market ready farmers in financial management and introduce second tier loan instruments into inclusive and sustainable value chains. Year 2. Three private sector value chain field learning tours (one per year) to expose food industry leaders to small holder challenges and best practices, and introduce them to CRS value proposition in agro-enterprise. Year 3. By end Year 3, three global partnerships established with multi-national food companies and their national and regional suppliers to incorporate market ready farmers into their value chains and enhance value chain resilience. | Jefferson Shriver, Shaun Ferris , Michael Sheridan, Ryan Johnson, Sarah Cashore, Holli Jordon, Lane Bunkers | 40,000 |  | 40,000 | 80,000 |
| SI 2.2. Consolidate participation and leadership in existing food industry and specialty commodity networks and/or catalyze new networks to support | Year 2. By end of Year 2, leadership role in the Sustainable Food Lab and Specialty Coffee Association of America consolidated.  Year 1. Inventory most important food industry conferences and fairs such as BIOFACH, EXPO WEST and EXPO EAST, World Cocoa Foundation annual conference, SFL and SCAA annual events  Years 1-3. Participate in at least one network event each year to showcase CRS work in agroenterprise. | Jefferson Shriver, Shaun Ferris , Michael Sheridan, Ryan Johnson, Sarah Cashore, Holli Jordon, Lane Bunkers |  |  |  |  |
| **IR 3** | **Innovate and scale up** | SI 3.1 Design and publish an Agroenterprise Tool Kit and Training Module for CRS staff and partners worldwide, drawing on existing industry tools and CRS experience, and retrofitting them to the CRS context. | Year 1. Tool-kit created by month 6 Year 1. Training module created and published by month 12 | Jefferson Shriver, Jules Keane, Anne Turner, Nikaj Van Wees, Steve Walsh |  |  |  |  |
| SI 3.2 Design and implement value chain pilot initiatives in regions without such experience to position CRS for growth and impact | 3 Pilots 2014 (including Vanilla value chain in SARO / Madagascar), 3 pilots 2015, 3 pilots 2016. Such pilots may be stand alone or as components of larger agriculture programs, including DFAPs. | Jefferson Shriver, Jules Keane, Anne Turner, Nikaj Van Wees, Steve Walsh |  |  |  |  |
| **IR 4** | **Implement high quality MEAL** | SI 4.1. Develop standard indicators for agro-enterprise / value chains, i.e., gross income, employment, yields. Impact indicators such as net income, value chain competitiveness, public policy friendly environment | Year 1. SIP MEAL strategy completed by month 6  Year 1. Common indicators developed by month 12 | Jefferson Shrives with all AL-SPA members with Guy Sharrock and Hap Carr |  |  |  |  |
| SI 4.2. Enhance collection of evidence-based results and learning on emerging value chains through impact evaluations and study tours | Year 2. Coffee and cocoa value chain study tour in Nicaragua with LACRO, EARO and CARO regional and country program staff  Year 3. 4 additional value chain tours selected and designed, based on multiple regional interest, multiple win potential, and established market demand.  Year 1 to 3. One evaluation / impact papers developed each year through research partnerships in agro-enterprise / value chains | Jefferson Shriver with all AL-SPA members with Guy Sharrock and Hap Carr, Jackie DeCarlo | 25,000  *45,000* | 25,000  *45,000* | 25,000  *45,000* | 75,000  *135,000* |
| **IR 5** | **Market and communicate our successes** | SI 5.1. Contribute at least 3 SIP specific communication products within AL-SPA communications strategy on advance in agroenterprise projects in different regions | Year 1. SIP communications and marketing strategy completed after 6 months  Year 1-3. Yearly communications products produced and disseminated, as per communications and marketing strategy | Jefferson Shriver with all AL-SPA members, John Rivera, Jackie DeCarlo |  |  |  |  |
| SI 5.2. Convene at least one sustainable value chains for small holders’ external symposium over three year period. | Year 1. Design of symposium (7 steps of planning) culminated by month 12  Year 2. Pre-symposium organization initiated (key speakers, location, program, resources confirmed)  Year3. Symposium undertaken and report completed by month 6 | Jefferson Shriver with all Al-SPA members | 20,000  *30,000* |  |  | 20,000  *30,000* |
| **IR 6** | **Advocate for just structures and policies** | SI 6.1. Establish beneficiary registration systems to record services delivered and evaluate client satisfaction with services | Year 1. Electronic beneficiary client satisfaction tracking system established, building on Farmbook experience (in collaboration with 5 Skills – Farmbook SIP) | Jefferson Shriver, Shaun Ferris and ICT4D team |  |  |  |  |
| SI 6.2. Contribute at least 1 advocacy paper per 3 year period within the AL-SPA advocacy process | Year 1. Advocacy strategy prepared and advocacy issues identified.  Year 2. Advocacy paper prepared  Year 3. Advocacy paper published | Jefferson Shriver with all AL-SPA members, Jackie DeCarlo, Eric Garduno |  |  |  |  |
| **IR 7** | **Raise more resources** | SI 7.1. Develop and implement a yearly Resource acquisition plan, as part of AL-SPA resource plan | Year 1. Resource acquisition plan submitted Year 2. Resource acquisition plan submitted Year 3. Resource acquisition plan submitted | Jefferson Shriver, Shaun Ferris, Rupert Best, Tom Remington |  |  |  |  |
| SI 7.2. Develop partnerships and strategies to access complementary funding from at least one non-traditional donor within AL-SPA | Year 1. Submit > 1 proposal to donor for SIP GROW support Year 2. Submit > 1 proposal to donor for SIP GROW roll out Year 3. Submit > 1 proposal to donor for SIP GROW roll out |  |  |  |  |  |
| **IR 8** | **Work smarter through better systems and processes** | SI 8.1 Ensure that all product development and delivery+D7 activities are compliant with CRS systems and processes | Year 1. | Tom Remington with all AL SPA members with respective agency-wide business process managers |  |  |  |  |
| SI 8.2 Establish a regional ag. advisor led management system with effective teamwork, communication and support | Year 1. Roles &responsibilities for management system defined and implemented  Year 2. Effectiveness of management system assessed and refined | Tom Remington with all AL SPA members and Human Resources |  |  |  |  |
|  | **Totals CRS Costs** |  |  | **Total CRS costs** | 190,000 | 185,000 | 125,000 | 500,000 |
|  | **External resources** |  |  | **External resources** | 45,000 | 75,000 | 45,000 | 165,000 |
|  | **Total costs** |  |  | **Total costs** | 235,000 | 260,000 | 170,000 | 665,000 |

**Annex 4. Agricultural Livelihoods SPA Target Countries**

|  |  |
| --- | --- |
| **LACRO** | |
| Haiti | Potential for expansion and opportunity to integrate with the Emergency SPA. |
| Guatemala | Title II and HGBF priority country with opportunity to integrate with the Health SPA on nutrition. |
| Nicaragua | Potential for continuing innovative programming along the pathway. HGBF priority country |
| El Salvador | Potential for continuing innovative programming along the pathway. HGBF priority country |
| **CARO** | |
| DRC | Great need in recovery with potential for resource acquisition – ranking #1 on the GHI |
| Burundi | Title II priority country – ranking #2 on the GHI. Opportunity to integrate with the Health SPA. |
| **SARO** | |
| Zambia | Strong capacity and programming with potential for innovation |
| Malawi | TII priority country |
| Zimbabwe | TII priority country |
| Madagascar | TII priority country |
| **EARO** | |
| Tanzania | Significant potential for resource acquisition and expansion. BMGF and FtF priority. |
| South Sudan | TII priority country. Opportunity to integrate with Peacebuilding and Emergency SPA. |
| Ethiopia | TII, FtF and BMGF priority country. |
| **SWA** | |
| Mali | TII and BMGF priority emerging from conflict – potential to integrate with Emergency SPA |
| Burkina Faso | TII and BMGF priority with opportunity to capture resilience and grain legume funding. |
| Niger | TII priority country and opportunity to capture recovery and resilience funding. |
| **CWA** | |
| Nigeria | BMGF and FtF priority country. Presence of IITA as collaborative partner |
| Ghana | BMGF and FtF priority country. Emerging opportunity in cacao and link with Health SPA. |
| **ASIA** | |
| India | BMGF priority in eastern states. Opportunity for innovative programming in the IRRAS project |
| Bangladesh | FtF and BMGF priority country. Opportunity to expand partnership with IRRI and WorldFish. |
| Timor Leste | Significant funding from nontraditional donors (AUSAID) for climate change adaptation |
| **EME-CA** | |
| Egypt | New program with significant potential for expansion with USG funding. |
| Afghanistan | Exceptional programming with continuing opportunity for resource acquisition and expansion. Innovative programming in potato seed systems |

1. Originally Utz Kapeh Foundation now UTZ Certified. "Utz Kapeh" means "good coffee" in the Mayan language Quiché. [↑](#footnote-ref-1)
2. Ecom Agroindustrial Corp. Ltd is a global commodity trading and processing company specializing in coffee, cotton, and cocoa. [↑](#footnote-ref-2)
3. For more detailed information on donor trends see [Donor Funding Outlook and Competitiveness Analysis Report, September 2012](https://global.crs.org/communities/BusinessDevelopment/Community%20Documents/Final%20Report%20-%20CRS%20Ag%20Donor%20Funding%20Outlook%209-4-12.pdf). [↑](#footnote-ref-3)
4. Figures in red and italics represent resources sourced externally from on-going or potential projects [↑](#footnote-ref-4)
5. Figures in red and italics represent resources sourced externally from on-going or potential projects [↑](#footnote-ref-5)
6. Figures in red and italics represent resources sourced externally from on-going or potential projects [↑](#footnote-ref-6)