

ESMS - Annex 2
Training and Capacity Building Plan
Alliance for a Green Revolution in Africa (AGRA)

Contents

1	<i>INTRODUCTION AND PURPOSE</i>	2
2	<i>CAPACITIES AND TRAINING REQUIREMENTS FOR AGRA</i>	2
2.1	<i>CURRENT ORGANIZATIONAL CAPACITIES AND REQUIREMENTS FOR E&S MANAGEMENT</i>	2
2.2	<i>TRAINING REQUIREMENTS FOR AGRA PERSONNEL</i>	2
3	<i>CAPACITY AND TRAINING REQUIREMENTS FOR AGRA PROJECT PARTNERS</i>	2
4	<i>TRAINING ACTIVITIES AND ORGANISATION</i>	3
4.1	<i>AGRA INTERNAL TRAINING ACTIVITIES</i>	3
4.2	<i>TRAINING OF PROJECT PARTNERS</i>	5
4.3	<i>TRAIN-THE-TRAINER PROGRAMME</i>	5
4.4	<i>TRAINING MODULES</i>	6
4.5	<i>SCHEDULING</i>	8
4.6	<i>TRAINING FORMAT AND MATERIALS</i>	8
5	<i>RESOURCES AND RESPONSIBILITIES</i>	9
6	<i>REVIEW AND MONITORING</i>	9
7	<i>CONCLUSION AND RECOMMENDATIONS</i>	9

1 INTRODUCTION AND PURPOSE

Note to the reader: This Training and Capacity Building Plan builds on the assumptions made in the ESMS Manual and the requirements for additional E&S personnel to be hired within AGRA. Based on the gaps identified in the ESMS, this Plan outlines the necessary steps to be taken in order to establish the necessary competencies internally within AGRA at externally at partner and grantee organisations.

This Plan therefore assumes that the roles of E&S Manager and E&S Officers as outlined in Section 4 of the ESMS will be filled. If AGRA decides not to follow the recommendations of the ESMS, this Plan needs to be adopted to the changed circumstances.

Successful assessment and management of environmental and social (E&S) risks requires the right competencies and the right people in place. This Training and Capacity Building Plan defines the training and capacity building activities required for AGRA staff and project partners to implement AGRA's Environmental and Social Management System (ESMS).

This document firstly outlines the internal organisational structure of the AGRA organisation and the resulting training requirements for existing and additional staff in order to establish, operate and maintain the ESMS.

Furthermore, AGRA funded projects include cooperation with a range of project partners. AGRA will need to ensure that these have sufficient organisational capacities and technical expertise in place to successfully manage risks in line with the requirements of this ESMS. Therefore, this document introduces the necessary training modules for AGRA's project partners and grantees that need to be delivered. Finally, AGRA will implement a train-the-trainer programme to ensure that the requirements of this ESMS are followed through to the end-of-line implementing partners.

2 CAPACITIES AND TRAINING REQUIREMENTS FOR AGRA

2.1 CURRENT ORGANIZATIONAL CAPACITIES AND REQUIREMENTS FOR E&S MANAGEMENT

The implementation of the ESMS involves a range of personnel across the AGRA organisation (refer to Section 4.2 of the ESMS Manual for details). To introduce the basic elements of the ESMS and the specific responsibilities of each position, all personnel involved in the ESMS will require at least some basic training on the requirements of the ESMS. In addition to that, specific personnel will require more in-depth training of the procedures of the ESMS and the management of key E&S risks related to AGRA projects.

2.2 TRAINING REQUIREMENTS FOR AGRA PERSONNEL

The key positions for the implementation of the ESMS are the E&S Manager and the E&S Officers. The requirements for these positions is described in detail in Section 4.2 of the ESMS. Additionally, in order for them to build and maintain the necessary competencies that are required for the ongoing management and further development of the ESMS, they need to attend detailed training modules on the key elements of the ESMS and on key E&S risks related to AGRA projects.

3 CAPACITY AND TRAINING REQUIREMENTS FOR AGRA PROJECT PARTNERS

Training requirements for AGRA project partners results from the roles they play in cascading the requirements of E&S management from the AGRA organisation to the end-of-line implementing partners, i.e. the farmers. For this, a range of project partners have already developed training programs for farmers with regard to the application of new seed varieties and fertilizer (in their combined application: "kits"). AGRA project partners that provide these services include:

Governmental Extension Services	Regional governments work through Extension Officers (EO) in the provinces of the regions. An EO oversees farming activities in the villages of his purview (usually 8-10 villages).
Farmers' Organisations and other Community Based Organisations	Farmers Organisations/Community Based Organisations and Agro-Dealers provide support services for local farmers.
Village-Based Advisors (VBA)	VBAs are selected community members (usually a man and a women, often spouse) with sufficient land and local reputation in their village. They operate demonstration fields to test and showcase new kits and provide information and training on the application of these kits to farmers in the village.

While some of the key E&S risks that result from AGRA's activities are already included within existing training programmes for farmers (e.g. soil management techniques, water management), others need to be included to ensure sound management of E&S risks in line with the requirements of the ESMS. These trainings need to be delivered under all AGRA financed projects and corresponding training materials need to be developed by AGRA.

4 TRAINING ACTIVITIES AND ORGANISATION

4.1 AGRA INTERNAL TRAINING ACTIVITIES

As outlined in Section 2 above, internal trainings will cover the basic elements of the ESMS and key E&S risks that are associated to AGRA projects (see also Section 3.2 of the ESMS Manual). *Table 7-1* gives an overview of the training modules that AGRA staff need to attend. The key elements of each of the modules are described in Section 4.4. Trainings will be built around the three following two elements:

1. High-level overview of the ESMS
2. Basic Elements of the ESMS
3. Key E&S Risks of AGRA Projects

1. High-level overview of the ESMS: A half-day workshop "Introduction to the ESMS" will be held for all staff to provide a high-level overview of the basic elements of the ESMS and the regulatory requirements.

2. Basic Elements of the ESMS: More detailed sessions on specific elements of the ESMS will be given during a full-day workshop to selected key personnel involved in the implementation of the ESMS. Most personnel do not need to attend all trainings, but at least those that are essential for each individual position (see **Table 4-1**).

3. Key E&S Risks of AGRA Projects: These trainings focus on the key E&S risks of typical AGRA projects (see also Section 3.2 of the ESMS) and are mandatory trainings for the E&S Manager, E&S Officers and POs/APOs.

Table 4-1 AGRA Internal Training Plan

	1. Introduction to the ESMS	2. Basic Elements of the ESMS						3. Key E&S Risks							
Training Modules		Introduction to ESMS	Country Level Risk Assessment	Grant Level Risk Assessment	E&S Initial Screening and Due Diligence	E&S monitoring and reporting	Stakeholder and Community Relationship Management	E&S MS review and External Reporting	Sustainable Soil and Water Management	Biodiversity Management	Waste management	Occupational health and safety management	Land acquisition and resettlement	Community health & safety	Labour and Working Conditions and Human Rights
Position															
Duration	Half-day	One-day workshop						One-day workshop							
Frequency	Annual	Annual						Annual							
Senior Management	X						X								
Country Manager	X	X				X	X								
Programme Managers / Officers	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Head of Grants / Grant Officers	X														
Heads of Program	X														
Head of M&E Unite / M&E Officer	X				X										
Head of Resource Mobilisation	X														
E&S Manager	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Environment & Social Specialists	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

4.2 TRAINING OF PROJECT PARTNERS

Training modules for project partners include EOs, Farmers Organisation representatives and Agro-Dealers.

EOs need to oversee the activities of the farmers in their region. It is therefore necessary that EOs are equipped with expertise on the management of key E&S risks of AGRA projects in line with the requirements of the ESMS. It is the responsibility of AGRA to provide trainings to the EOs in the management of key E&S risks.

Additionally, these trainings should be extended to include Farmers Organisations/Community Based Organisations and Agro-Dealers that provide support services for local farmers. As described above for the EOs, AGRA needs to ensure that all project partners in contact with communities and farmers on the ground attend these trainings.

The training modules for project partners should cover the key E&S risks that farmers have to manage. These are the same as outlined in *Table 4-1* (“Key E&S Risks of AGRA Projects”) and described in *Section 4.4*.

4.3 TRAIN-THE-TRAINER PROGRAMME

EOs and Farmers Organisations are in direct contact with VBAs on the ground and oversee their activities and management of demonstration fields. VBAs receive training from EOs and Farmers Organisation representatives on the cultivation of new seed varieties and optimised fertilizer application. VBAs in turn promote the application of these kits in their village.

As VBAs provide the direct link to the end-of-line implementing partners, AGRA needs to ensure that they receive the necessary training on the management of E&S risks as defined in the ESMS. AGRA therefore needs to implement a train-the-trainer programme for EOs and Farmers Organisation representatives. The programme can be rolled out as part of the regular trainings provided (see *Section 4.2*) and needs to cover the modules for key E&S risks of AGRA projects. Through these trainings, AGRA will ensure that EOs and Farmers Organisation representatives are equipped with the necessary competencies to train VBAs on the management of E&S risks.

4.4 TRAINING MODULES

The following table gives an overview of the training modules that will be used for training of AGRA internal staff and external project partners.

Name of Module	Description	Materials
1. Key Elements of the ESMS		
Introduction to ESMS	<ul style="list-style-type: none"> High-level overview of the key ESMS elements and procedures, tools and templates Overview of Roles and Responsibilities of AGRA Personnel High-level overview of the requirements of the IFC Performance Standards 	<ul style="list-style-type: none"> ESMS Manual + Annexes IFC Performance Standards (2012)
Country Level Risk Assessment	<ul style="list-style-type: none"> Introduction to the Strategic E&S Risk Assessment (Annex 2) Approach and requirements of the Country-Level Risk Assessments (including responsibilities) Review and update of Country-Level Risk Assessments 	<ul style="list-style-type: none"> ESMS Manual Annex 1 – Strategic Risk Assessment
Grant Level Risk Assessment	<ul style="list-style-type: none"> Approach and requirements of the Grant-Level Risk Assessments (including responsibilities) High-level overview of the key E&S Risks of AGRA projects Country-specific E&S risks at the grant level 	<ul style="list-style-type: none"> ESMS Manual (chapter 4.2.2; Table 3-2)
E&S Initial Screening and Due Diligence	<ul style="list-style-type: none"> Process of risk screening and categorisation during Project conception Environmental and Social Due Diligence including assessment of grantee organisational capacities and site visits Proposal trainings and evaluation of proposals with regard to E&S Introduction to E&S Documentation such as ESDD/ESAP/ESIA Templates Internal coordination of activities (eg between E&S Officer and POs/APOs) 	<ul style="list-style-type: none"> Annex 3 - Exclusion List Annex 4 – Initial E&S Screening Checklist Annex 5 – Categorization Guideline Annex 6 – Request for Concept Notes Annex 7 –Project Proposal Guideline Annex 8 – Pre-Funding Site Checklist & Capacity Assessment Tool Annex 9 – E&S Risk Assessment Toolkit Annex 10 – Grant Agreement Letter
E&S Monitoring and Reporting	<ul style="list-style-type: none"> Requirements for grantees to report on E&S Oversight and control through AGRA Interaction with grantees in case of insufficient E&S performance Interaction E&S Officers and POs/APOs Internal coordination of activities (eg between E&S Officer and POs/APOs) 	<ul style="list-style-type: none"> Annex 11 – Grant Commitment Checklist Annex 12 – E&S Monitoring Checklist Annex 13 – E&S Monitoring Report
Stakeholder and Community Relationship Management	<ul style="list-style-type: none"> AGRA Requirements for Stakeholder Engagement (strategic and grant level) Stakeholder Identification + Registration Interaction with communities (including Community Liaison Officers) Grievance Management (including responsibilities of the grantee) 	<ul style="list-style-type: none"> Annex 9 – SEP Annex 9 – Grievance Mechanism

ESMS Review and External Reporting	<ul style="list-style-type: none"> Review requirements and responsibilities Reporting to donors (format, frequency) 	<ul style="list-style-type: none"> Annex 14 – E&S Performance Report
2. Key E&S Risks of AGRA Projects		
Sustainable Soil and Water Management	<ul style="list-style-type: none"> Soil cultivation and tillage practices Erosion control Water management and irrigation practices Sustainable use of water resources 	<ul style="list-style-type: none"> Specific training materials to be developed by AGRA and grantees/ partners/NGOs Supporting Documentation: <ul style="list-style-type: none"> IFC PS 3 – Resource Efficiency and Pollution Prevention + Guidance Note WBG EHS Guidelines – Water Conservation WBG Industry Sector Guidelines - Annual Crop Production; Perennial Crop Production
Biodiversity Management	<ul style="list-style-type: none"> Monocultures Pesticide use Intercropping Fertilizer use (organic and synthetic) 	<ul style="list-style-type: none"> Specific training materials to be developed by AGRA and grantees/ partners/NGOs Supporting Documentation: <ul style="list-style-type: none"> IFC PS 6 – Biodiversity Conservation and Sustainable Management of Living Natural Resources + Guidance Note WBG Industry Sector Guidelines - Annual Crop Production; Perennial Crop Production
Waste Management	<ul style="list-style-type: none"> Disposal of different waste types (hazardous / non-hazardous) Recycling programmes 	<ul style="list-style-type: none"> Specific training materials to be developed by AGRA and grantees/ partners/NGOs Supporting Documentation: <ul style="list-style-type: none"> IFC PS 3 – Resource Efficiency and Pollution Prevention + Guidance Note WBG EHS Guidelines – Waste Management; Hazardous Materials Management WBG Industry Sector Guidelines - Annual Crop Production; Perennial Crop Production
Occupational Health and Safety	<ul style="list-style-type: none"> Slips/trips/falls Use of heavy machinery Use of Personal Protective Equipment Risks from pesticides/agrochemicals 	<ul style="list-style-type: none"> Specific training materials to be developed by AGRA and grantees/ partners/NGOs Supporting Documentation: <ul style="list-style-type: none"> IFC PS 2 - Labor and Working Conditions + Guidance Note WBG EHS Guidelines – Occupational Health and Safety WBG Industry Sector Guidelines - Annual Crop Production; Perennial Crop Production
Land Acquisition and Resettlement	<ul style="list-style-type: none"> Case studies/examples for Land Acquisition and Resettlement Principles and measures of resettlement Livelihood Restoration Plan and Resettlement Action Plan Timing for undertaking resettlement Compensation Monitoring and evaluation 	<ul style="list-style-type: none"> Annex 24 – Land Acquisition and Resettlement Guideline Specific training materials to be developed by AGRA and grantees/ partners/NGOs Supporting Documentation: <ul style="list-style-type: none"> IFC PS 5 - Land Acquisition and Involuntary Resettlement+ Guidance Note
Community Health and Safety	<ul style="list-style-type: none"> Examples for Community H&S impacts Construction sites and transportation routes Pesticides/agrochemicals use Noise and air pollution 	<ul style="list-style-type: none"> Specific training materials to be developed by AGRA and grantees/ partners/NGOs Supporting Documentation: <ul style="list-style-type: none"> IFC PS 4 – Community Health, Safety and Security + Guidance Note

		<ul style="list-style-type: none"> • WBG EHS Guidelines - Community Health and Safety • WBG Industry Sector Guidelines - Annual Crop Production; Perennial Crop Production
Labour and Working Conditions and Human Rights	<ul style="list-style-type: none"> • Hiring Policies of grantees - contracting, salary and working conditions • Anti-discrimination policies • Gender policies and anti-harassment • Child and forced labour • Human rights 	<ul style="list-style-type: none"> • Specific training materials to be developed by AGRA and grantees/ partners/NGOs • Supporting Documentation: <ul style="list-style-type: none"> • IFC PS 2 - Labor and Working Conditions + Guidance Note

4.5 SCHEDULING

For the training requirements as outlined above, AGRA will develop a detailed training schedule. The schedule should include the intended training module, expected participants, key contents and the duration and frequency at which the training will be given. *Table 4-2* gives a template for an internal training schedule that can be further modified and amended for external training sessions.

Table 4-2 Training Schedule Template

Name of Training Module	Name and position of staff	Key content of the training	Frequency of the training	Date of last training	Date of next training
<i>Template</i>					

4.6 TRAINING FORMAT AND MATERIALS

For the development of training materials related to the basic elements of the ESMS, the ESMS Manual and the corresponding Annexes can serve as the key training materials, supported by specific additions as necessary (see also *Table 4-2*).

For training materials with regard to E&S risks, AGRA will with the support of its partners and grantees develop training materials that are updated along with the development of the ESMS. These materials will be tailored to fit specific needs of the trained people and regional specific E&S risks.

These can also be used for the trainings in line with the train-the-trainer programme, with additional modifications tailored to the role of the VBAs and the end-of-line implementing partners/farmers.

To monitor the implementation of the trainings by EOs and Farmers Organisation representatives, AGRA will attend selected trainings for supervision and to provide additional training elements.

All trainings will be given as classroom sessions with supporting documents such as online reading materials and webinars. Additional trainings on site should be included for the management of key E&S risks on a case-by-case basis.

All training materials developed by AGRA and its project partners will be stored centrally within AGRA and updated at least on an annual basis. AGRA will document all trainings held through corresponding training records and attendance lists. AGRA will furthermore request training records and attendance list of all trainings delivered by project partners.

5 *RESOURCES AND RESPONSIBILITIES*

Internal trainings can either be provided by the E&S Manager, if this position can be filled with sufficient expertise. Alternatively, AGRA should consult external parties with E&S expertise in the agricultural sector to deliver these trainings.

The trainings for the train-the-trainer programme should be delivered by AGRA regional E&S Officers. In case external parties will be used for the trainings, AGRA must ensure that they provide sufficient expertise with regard to the management of E&S risks of AGRA project and in line with the requirements of the ESMS.

The regional E&S Officers will collect and document all trainings held by project partners in their region. They are also responsible for following up on the training schedule.

6 *REVIEW AND MONITORING*

This Plan will be reviewed by the E&S Manager at least on an annual basis. Updates can further be necessary if there are any changes within the AGRA Organisation, roles and responsibilities, project partners or amendments of the ESMS.

7 *CONCLUSION AND RECOMMENDATIONS*

All training requirements that form part of this plan are summarized in Table 7-1.

Table 7-1 Training Requirements for the implementation of the ESMS

WHO NEEDS TRAINING?	TRAINING MODULE	WHAT ESMS ELEMENTS AND/OR DOCUMENTS (if any) ARE INVOLVED?	WHO IS RESPONSIBLE FOR GIVING THE TRAINING? (Position)	HOW/WHERE WILL THE TRAINING BE DONE?	TRAINING FREQUENCY?	WHAT WILL BE THE TRAINING RECORD?
All internal AGRA staff	<i>"Introduction to the ESMS"</i>	All elements and Annexes should be presented at a high-level to provide an overview of the functionality of the ESMS	E&S Manager or External E&S Expert	Classroom Session	Annually	Training Records Attendance List
AGRA E&S Officers and POs/APOs	<i>"Basic Elements of the ESMS"</i> <i>"Key E&S risks as identified in the ESMS"</i>	All elements and Annexes provided in the ESMS	E&S Manager or External E&S Expert	Classroom Session	Annually	Training Records Attendance List
Extension Officers/Farmers Organisations/Community Based Organisations	<i>"Key E&S risks as identified in the ESMS"</i>	Section 3.2 - List of Key E&S Risks of AGRA projects	E&S Officers or External E&S Expert	Classroom Session	Annually	Training Records Attendance List
	Train the trainer programme: <i>"Key E&S risks as identified in the ESMS"</i> with additional materials tailored to VBAs	Section 3.2 - List of Key E&S Risks of AGRA projects	E&S Officers or External E&S Expert	Classroom Session On-site trainings Spot-check of trainings	Annually	Training Records Attendance List
Agro Dealers	<i>"Key E&S risks as identified in the ESMS"</i>	Section 3.2 - List of Key E&S Risks of AGRA projects	E&S Officers or External E&S Expert	Classroom Session	Annually	Training Records Attendance List