

Fair Climate Network

ADATS, BAGEPALLI, KOLAR DISTRICT, KARNATAKA, INDIA

# STRATEGIC PLANNING WORKSHOP

FOR  
FCN-EDF

Notes on Key Outputs



Members of the Fair Climate Network met at ADATS on 13th and 14th March 2010 to develop a Strategic Plan to direct their activities

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## 1. Introduction

Ram Esteves of ADATS welcomed the participants of the Strategic Planning Workshop for FCN EDF at 1025 hrs on 13 March 2010.

He informed the meeting that Carbon Credit for Low Carbon Farming had emerged as a market in the USA, China and Viet Nam. In India, this Coalition was among the first to have deliberated with potential partners like Environment Defense Fund, USA, which had carried out due diligence.

### 1.1. Core Strategy

The core strategy proposed by the FCN included:

- GIS – GPS Plotting which will identify exactly where the Low Carbon Farming site was located
- A Baseline would be constructed to determine the emissions as a result of Mainstream Practices
- Emission Reductions (ERs) would be computed at a point in time after the baseline and sold.

### 1.2. Expected Results

The participants articulated their expectations from this workshop as follows:

Ram Esteves, ADATS	<ul style="list-style-type: none"> <li>↳ A 'Perfect' Strategic Plan which could be presented at any international forum or in any international publication</li> <li>↳ Bringing other donors on board</li> <li>↳ Facilitating measurements of Emissions</li> </ul>
Naseer, ADATS	<ul style="list-style-type: none"> <li>↳ Capacity Building to strengthen small and marginal farmers</li> </ul>
Hariprasad, ADATS	<ul style="list-style-type: none"> <li>↳ To know more about GPS Readings of Plots and other technical ideas</li> </ul>
Sheila Benjamin, SCINDeA	<ul style="list-style-type: none"> <li>↳ New Exercise from which we hope to learn how to prepare a good Strategic Plan</li> <li>↳ Capacity Building for my network and</li> <li>↳ Long Term Impacts</li> </ul>
Philomena	<ul style="list-style-type: none"> <li>↳ Sustainable Agricultural Practices – Summer Ploughing, Tree Plantations, Silt Application, FYM, Vermicomposting</li> <li>↳ Working with 1030 Farmers in 2500 acres</li> <li>↳ Hope to learn about Strategic Planning</li> </ul>

Athiyaman	<ul style="list-style-type: none"> <li>↘ Expect to learn Systematic Approach</li> <li>↘ Working with 2000 farmers in 5000 acres</li> </ul>
Malla Reddy, ACCION FRATERNA	<ul style="list-style-type: none"> <li>↘ Plan for linking poor farmers with Carbon Resources</li> <li>↘ Working in 8 Mandals of Anantapur District of AP, with 50,000 farmers in 3,50,000 acres</li> </ul>
Khaleel, ACCION FRATERNA	<ul style="list-style-type: none"> <li>↘ A good, realistic Strategic Plan</li> <li>↘ Capacity Building with own donor money to make offer sheets</li> <li>↘ Scientific support from EDF</li> </ul>
Kareem, ACCION FRATERNA	<ul style="list-style-type: none"> <li>↘ Sustainable Agriculture Practices</li> <li>↘ Quantifying Emission Reductions</li> <li>↘ Strategic Planning</li> <li>↘ Capacity Building</li> </ul>
Filip Totaert, SEDS	<ul style="list-style-type: none"> <li>↘ A good Strategic Plan</li> <li>↘ “Pilot and the Long Haul” (Both the Pilot Project and the Long Term Plan)</li> </ul>
Rashna, SEDS	<ul style="list-style-type: none"> <li>↘ Learning what a Strategic Plan is all about</li> <li>↘ Developing other skills</li> </ul>
Vishal, SEDS	<ul style="list-style-type: none"> <li>↘ Expect to get a better picture of the Low Carbon Farming project</li> </ul>

## 2. Elements of the Strategic Plan

The elements of the Strategic Plan produced at the workshop are presented here. Where these are not included in the sections below, they are provided as Appendices which can be edited as required and included in the official Strategic Plan Document of the Fair Climate Network.

### 2.1. Core Values

The table below lists the agreed core-values of the group as developed through deliberation and discussion on 13/14 March 2010.

A. Unity in Diversity	-	<p>The Coalition understands that there cannot be a single grand design for all constituents to follow. Diversity in regional situations, local history, culture, social organisation and livelihood practices will be integrated under overarching strategic objectives.</p> <p>Willingness to work together subsumes mutual respect and the spirit of equal partnership</p>
B. Collective Decision Making	-	<p>It is recognised that the success of the Coalition will depend on the institutional mechanisms for representation and collective decision making</p>
C. Transparency and Accountability	-	<p>A high level of transparency and accountability will be ensured through sharing and discussion using communication technology. All aspects of transactions will be demystified and simplified sufficiently for all stakeholders to understand</p>
D. Organisational Learning	-	<p>The Coalition recognises that this is a “green-fields” area and mechanisms must be created for organisational learning.</p>
E. Respect for the Environment	-	<p>The key value on which this Coalition is built is a respect for the Environment and a determination to reverse and restore the damage that has been done to it in the past.</p>
F. Business Sense	-	<p>It is recognised that the Coalition will have to modify typical NGO attitudes and transact with the Business sector on business terms. These terms rely on the fundamental theorem of exchange where value delivered and value paid must be acceptable to the parties involved.</p> <p>The Coalition will strive for the highest quality based on integrity and reliability.</p>

<p>G. Ethical Business Practices</p>	<p>-</p>	<p>The Coalition is conscious that the Business environment is rife with practices which may not always be ethical or acceptable</p> <p>The Coalition will firmly steer clear of dubious practices and transactions which can jeopardise its moral stature.</p>
<p>H. Enriched, Enhanced Product</p>	<p>-</p>	<p>The Carbon Offset Market will be used not only as a commercial trading window, but as an opportunity to deliver an enriched and enhanced product where the buyer's money will pay for more than units of emission reduction. Each VER will contribute to the restoration of damage caused to the environment and the lives of farmers and their families.</p>
<p>I. Small and Marginal Farmers are the Ultimate Target</p>	<p>-</p>	<p>Although NGOs will take the lead in all negotiation and programme management, the money that flows as a result of these transactions is ultimately intended to benefit Small and Marginal farmers and improve their lives.</p>

## 2.2. Vision

*The vision of the FCN-EDFx5 is of protecting the livelihoods of the small and marginal farmers with whom they work, while enhancing the quality of their lives and moving into a new orbit of sustainable agriculture practices and prosperity*

## 2.3. Mission

*Fair Climate Network will provide leadership and blaze a trail by exploring non-traditional markets such as Carbon Markets and show the way for Small and Marginal Farmers to reverse and restore the damage done to their lives, livelihoods and the environment in the pursuit of Heavy External Input Dangerous Agriculture. This restoration will be pursued under conditions of equity, transparency, accountability and ethical business practices.*

## 2.3. Stakeholder Analysis

A Stakeholder Analysis has two important outputs. A Stakeholder Table systematically identifies and reviews each stakeholder, with his/her/it's interest in the project and potential impact on the project. The Importance-Influence Matrix permits a process that critically reviews the importance of each stakeholder to the project and his/her/it's influence on the project.

### 2.3.1. Stakeholder Table

The table below shows the stakeholders identified by participants in three groups on 14 March 2010 and integrated after comparison of individual group tables.

Code	Stakeholder	Interest in the Project	Impact on the Project
A: PRIMARY STAKEHOLDER			
A1	Included Farmers	Better crop and stable income	+
A2	Pesticide and fertilizer dealers	Could affect sales and their income	-
A3	NPM Shopkeepers	Increased business	+
B: SECONDARY STAKEHOLDER			
B1	Staff	Job Satisfaction, Capacity Building	+
B2	DoA	Support/Advice	+
B3	Auditors	Certification	+
B4	Carbon Buyers	Pro poor, Feel good factor	+
B5	Farmers' Organisations	Eco-friendly Agriculture	+
B6	Banks	Govt. Loans/Schemes	+
B7	Fair Climate Network (FCN)	Institutional Objectives, Small & Marginal Farmer constituency	+

C: EXTERNAL STAKEHOLDER			
C1	Donor Partner	Institutional Objectives, promoting eco-friendly practices	+
C2	Technical Institutes	Learn new skills, share knowledge, earn credit for new methods	+
C3	Consultant	Develop Facilitation Skills, Fees	+
C4	Environmental Defense Fund (EDF)	Institutional Objectives, break into "Good" Carbon Money outside Compliance Market	+
C5	Carbon Investors	Institutional Objectives, Expanding LCF Market	+
C6	External Farmers	Could cause unpleasantness	-
C7	Political Leaders	Positive/Negative Personal Interests	+/-

### 2.3.2. Importance-Influence Matrix

The Matrix below identifies the importance of each stakeholder and his/her/their influence on the project:

High

↑↑ Influence ↓↓	9									
	8								B1: Staff	
	7			B2: DoA	B6: Banks	C2: Technical Institutes			A1: Included Farmers	
	6			C6: External Farmers				B7: FCN	B5: Farmers' Organisations	
	5	A2: Dealers						C4: EDF		
	4		C7: Political Leaders					B4: Carbon Buyers		
	3					A3: NPM Shopkeepers	C3: Consultant			
	2							C5: Carbon Investors	B3: Auditors	C1: Donor Partner
	1									
Low	1	2	3	4	5	6	7	8	9	
	Low		← Importance →				High			

This matrix was prepared through a lengthy process which demanded from each participant careful consideration of the role and value of each stakeholder. The situation in individual projects has been captured in this integrated matrix which was prepared after discussions which led to consensus on each stakeholder.

## 2.4. SWOT Analysis

This exercise was conducted in two parts. In the first part, two groups were asked to list what they perceived to be the strengths, weaknesses, opportunities and threats.

In the second part, the internal environment (Strengths and Weaknesses) were matched against the external environment (Opportunities and Threats) to see how Strengths can be used to take advantage of opportunities and overcome Threats.

### 2.4.1. Strengths, Weaknesses, Opportunities & Threats

The table below shows the elements listed by the participants in NGO groups and then integrated:

STRENGTH		WEAKNESS		OPPORTUNITY		THREAT	
1)	Trained and Committed Field Staff	1)	Underutilised Field Staff	1)	Crisis in Rainfed Farming (HEIDA Practices)	1)	Unpredictable Donor Funds
2)	Staff trained and experienced in SA	2)	Low Awareness among Fld Staff on IT	2)	Farmers Receptivity for LCF	2)	Farmers leaving
3)	Trained and dedicated staff in charge	3)	Inadequate Staff at Central Level	3)	Increasing interest of farmers	3)	Threats from excluded stakeholders
4)	Technical Expertise on Sustainable Agri	4)	Staff need to be trained in IT/GPS	4)	Carbon Trading	4)	Adverse Agro Climatic Conditions
5)	Use of low cost appropriate tech for water conservation	5)	Field staff underutilised and less exposure	5)	Low input high yield	5)	Erratic Monsoon
6)	Use of more than 5 SA Practices	6)	Communication gap - Management/Fld Staff	6)	Livelihood Promotion of Low Carbon/ Envmt	6)	Climate conditions
7)	Experience of SA Projects	7)	Missing skills - GIS/GPS	7)	Growing Carbon Market	7)	Government Policies and Programmes of Mainstream Agriculture
8)	Experience of CDM Projects	8)	Documentation and Reporting	8)	No Competition	8)	Unenterprising Farmers
9)	Reputation with Farmers, Govt., Donors etc.	9)	Documentation and Reporting	9)	Increasing Climate Consciousness	9)	Farmers Distress
10)	Good rapport with Govt. Depts.	10)	Newly Formed Farmers Organisations	10)	Provide more tech training to staff	10)	Unpredictable Donor Funds
11)	Relations with communities/farmers/ Govt.	11)	New Farmers	11)	Making a business plan	11)	Sudden stoppage of resources
12)	Markets, Govt., External Stakeholders	12)	Inadequate Financial Resources	12)	Change of lifestyle	12)	Increasing Cost of Labour
13)	Good relationship with farmers	13)	Limited Resources	13)	Become Institute of Knowledge	13)	Unpredictable Agriculture Markets
14)	Good rapport with farmers	14)	Inadequate Financial Resources	14)	Sale of bio-products	14)	Staff Turnover
15)	Farmer Club/Farmer Movement	15)	Farmers not adequately trained	15)	Model (Trail Blazer)	15)	Vested Interests (from Mainstream Marketing)
16)	Program Size and Outreach	16)	Lack of adequate infrastructure	16)	Scale up	16)	Distress sale of land
17)	Collaborations with Scientists and Ris	17)	Individual weakness spilling over?			17)	Land acquisition by MNCs and Govt. Policies
18)	Internal Output Monitoring Systems	18)	Losing autonomy			18)	no threats perceived at present
19)	Well defined field area	19)	Over dependence on single market source			19)	Unpredictable Donor Funds

20) Capacity to expand area of operation

21) Shared Strategic Plan

22) Scale and synergy

23) Increased Bargaining Capacity

24) High Visibility

Please see APPENDIX-A for a revised SWOT Analysis developed by Ram on 20 March 2010.

#### 2.4.2. Strategic Priorities Derived on 14 March 2010

The table below depicts the Strategic Priorities based on the strengths, weaknesses, opportunities and threats identified at the workshop.

		Internal Environment	
		STRENGTHS	WEAKNESSES
External Environment	OPPORTUNITIES	<p><b><u>INVEST</u></b></p> <ol style="list-style-type: none"> <li>1. Highlight failures of HEIDA and offer SA as a proven alternative</li> <li>2. Assemble Strategic Plan of experienced coalition with cutting edge science and scale potential to offer high quality (GOOD) ERs to discerning carbon buyers</li> <li>3. Enhance NGO capacity to register VER Project and prepare offer sheet</li> <li>4. Scale up SA Practices and stabilise farming income in the face of failing mainstream cultivation</li> <li>5. Create a domestic carbon offset market</li> </ol>	<p><b><u>DECIDE</u></b></p> <ol style="list-style-type: none"> <li>1. Upgrade staff capacities to meet new age business requirements of CDM Management</li> <li>2. Increase intimacy with communities using SA Project as a tool of organisation culture</li> <li>3. Fast track participation of new entrants (farmers/ village) to deliver synergistic results and scale up</li> <li>4. Set standards and benchmark best practices for VER Generation in SA Projects</li> <li>5. Initiate and support FCN members to undertake large SA Projects</li> </ol>
	THREATS	<p><b><u>DEFEND</u></b></p> <ol style="list-style-type: none"> <li>1. Increasingly access carbon resources to finance mitigation/ adaptation activities</li> <li>2. Use LCF as a cushion to cope with unfavourable agro climatic conditions</li> </ol>	<p><b><u>DAMAGE CONTROL/DIVEST</u></b></p> <ol style="list-style-type: none"> <li>1. Develop Strategies to deal with chicken and egg problem of degraded environment</li> </ol>

## **2.5. Problem Analysis**

The Focal Problem was identified as:

*Climate Activists & NGOs Unable to Access Carbon Moneys & Scale Up Sustainable Agriculture Coverage & Practices*

The situation is that sustainable agriculture cannot be scaled up due to market failure due to the exclusion of social and environmental costs and benefits from the transaction. These costs and benefits are known to all stakeholders but traditionally there has been no mechanism to bring them into market considerations.

The Carbon Market attempts to correct this market distortion by paying for social and environmental benefits produced by farmers and reckoned in terms of Emission Reductions.

Please see APPENDIX-B: Problem Tree

## **2.6. Objectives Analysis**

The identified Problem Tree was converted into an Objectives Tree by changing the negative statements to positive ones.

*Grassroots NGOs Access Carbon Moneys & Scale Up Sustainable Agriculture Coverage & Practices*

Please see APPENDIX-C: Objectives Tree

## **2.7. Project Planning Matrix**

The Objectives Tree was used for developing the Project Planning Matrix which is presented in APPENDIX-D.

The Objectives Tree lists the hierarchy of Objectives (Goal, Purpose and Project Outputs – from highest to lowest); the Objectively Verifiable Indicators which are selected from the Effects in the Objectives Tree; the Means of Verification which gives the Monitoring and Evaluation Plan; and the Important Assumptions and External Factors which indicate the risks associated with each objective.

## **3. Activities**

There was insufficient time during the 2 day workshop to discuss project Processes, Tasks and Activities arising out of the Project Outputs.

Care will be taken to list Processes, Tasks and Activities in their proper hierarchical order. For example, a Pilot Project is a subset of the overall implementation plan and this status will be indicated in the Cause-Effect logic

The Fair Climate Network constituents are in the process of developing their activity schedule and the costs associated with them. These will be attached to the PPM in the official document of the FCN.

# ***APPENDIX-A***

## **Revised SWOT Analysis**

**Strategic Planning Workshop for FCN Partners**

ADATS, Bagepalli

13-14 March 2010

Edited and Revised SWOT (20 March 2010) - Ram

Strengths, Weaknesses, Opportunities & Threats

Strengths	Weaknesses	Opportunities	Threats
1. Staff/NGOs have an understanding of and experience with SA practices	1. Field Staff lack adequate exposure and appropriate skills	1. Crisis in mainstream HEIDA farming practices increases receptivity for SA	1. Government's HEIDA schemes that aggressively promote mainstream agriculture
2. Some Participant NGOs have CDM experience	2. Communication gap between staff and management	2. Livelihood promotion through SA & carbon revenues – LCF	2. Difficult climatic conditions – lack of soil moisture and manure
3. Knowledge of water conservation	3. Inadequate staff at central level	3. Environment promotion through SA & carbon revenues – LCF	3. Lethargy in some Farmers
4. Committed Staff	4. Inadequate documentation and reporting skills	4. Expanding voluntary carbon market	4. Sudden increase in wages and demand for labour
5. Credibility and good relations with communities, farmers, donors and government	5. Inexperience of newly formed farmer groups and farmers	5. Absence of competitors who can supply "good" emission reductions in the non-compliance market	5. Unpredictable agricultural market
6. Established Farmer Groups in the villages	6. Inadequate funding to scale up SA practices	6. increasing climate change consciousness	6. Acute Farmer distress leading to distress sales
7. Program size and outreach	7. Overdependence on a single market	7. Job satisfaction and imparting of useful skills to field staff	
8. Willing and able to collaborate with scientist and experts		8. NGOs becoming institutes of knowledge	
9. Internal monitoring systems		9. Sale of bio products	
10. Well defined coverage area		10. Immense possibility to scale up	
11. Shared Strategic Plan and synergy of a Coalition Programme			
12. Bargaining capacity			
13. High visibility			

# ***APPENDIX-B***

## **Problem Tree**

**Strategic Planning Workshop for FCN Partners**

ADATS, Bagepalli

13-14 March 2010



# ***APPENDIX-C***

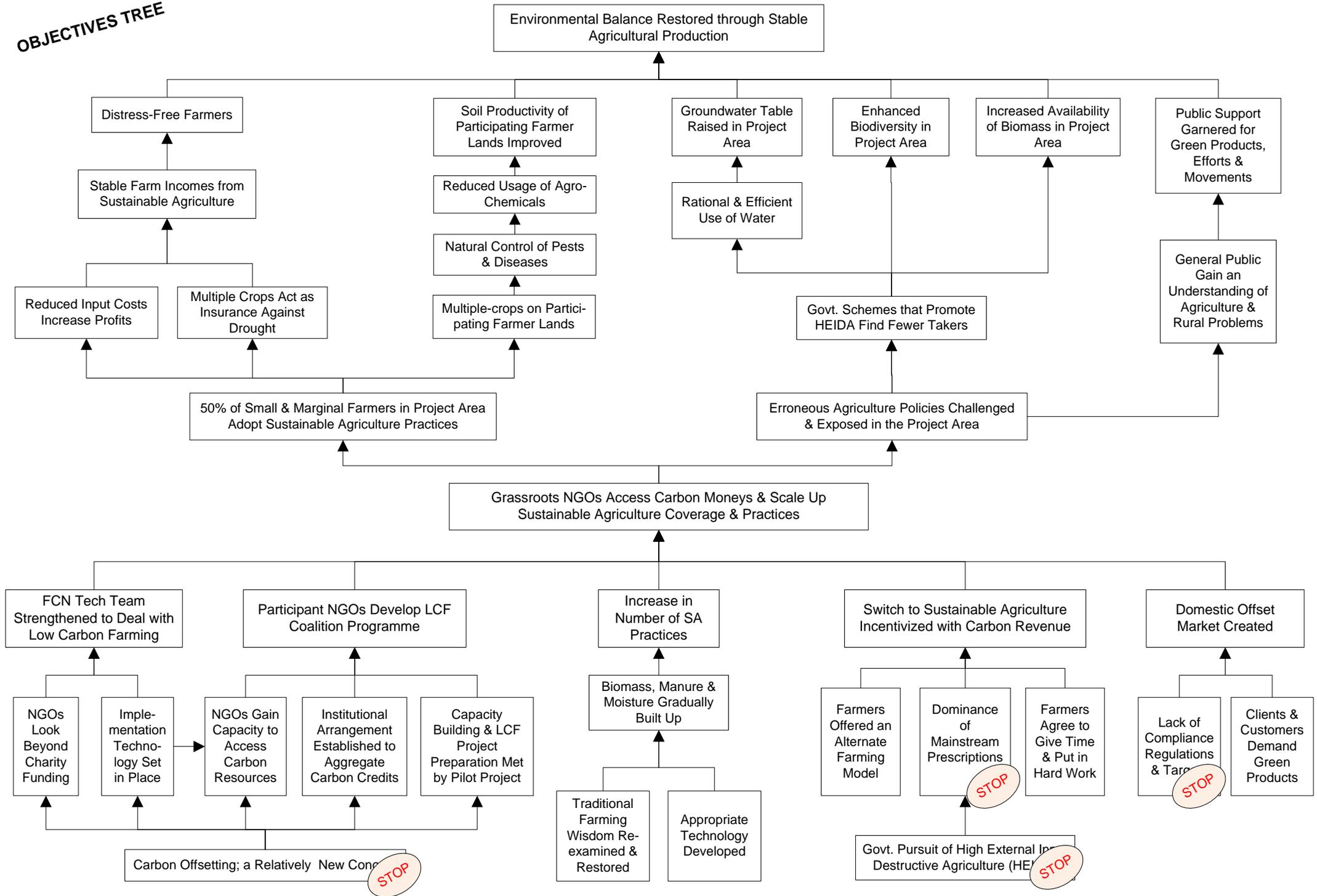
## **Objectives Tree**

**Strategic Planning Workshop for FCN Partners**

ADATS, Bagepalli

13-14 March 2010

# OBJECTIVES TREE



# ***APPENDIX-D***

## **Project Planning Matrix**

**Strategic Planning Workshop for FCN Partners**

ADATS, Bagepalli

13-14 March 2010

## PROJECT PLANNING MATRIX

REVISED AGAINST OUTPUTS OF WORKSHOP: 13-14 MAR 2010

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<b>DEVELOPMENT GOAL</b>			
<input type="checkbox"/> Environmental Balance Restored in Project Area through Eco Friendly Sustainable Agriculture	<ul style="list-style-type: none"> <li>Annual Reduction in Distress Sales</li> </ul>	⇒ Annual Effects Monitoring by Village Communities	<ul style="list-style-type: none"> <li>Sales take place as a last resort, due to complete "Helplessness"</li> </ul>
	<ul style="list-style-type: none"> <li>Annual Reduction in Forced Migration</li> </ul>	⇒ Annual Effects Monitoring by Village Communities	<ul style="list-style-type: none"> <li>Migration other than seasonal migration, taken as an extreme step</li> </ul>
	<ul style="list-style-type: none"> <li>Annual Reduction in Fields Left Barren</li> </ul>	⇒ Annual Effects Monitoring by Village Communities	<ul style="list-style-type: none"> <li>Farmers may keep fields fallow on the basis of informed decisions</li> <li>Cultivation may be deferred due to failure of timely rains during the year</li> </ul>
	<ul style="list-style-type: none"> <li>Increased Crop Diversification</li> </ul>	⇒ Expert Studies	<ul style="list-style-type: none"> <li>Studies clearly identify Cause and Effect, filtering out attribution due to factors outside the scope of the project</li> </ul>
	<ul style="list-style-type: none"> <li>Increased Availability of Biomass</li> </ul>		
	<ul style="list-style-type: none"> <li>Enhanced Biodiversity</li> </ul>		
	<ul style="list-style-type: none"> <li>Significant improvement in Soil Productivity</li> </ul>		
<ul style="list-style-type: none"> <li>Significant Increase in Groundwater Table in Project Area</li> </ul>			
<b>PROJECT PURPOSE</b>			
<input type="checkbox"/> Grassroots NGOs Access Carbon Moneys & Scale Up Sustainable Agriculture Coverage & Practices	<ul style="list-style-type: none"> <li>50% of Small &amp; Marginal Farmers in each NGO's Area of Operation Adopt Sustainable Agriculture Practices by 2020</li> </ul>	⇒ Hectares Financed Under Offer Sheets ⇒ Participating Farmers Under Offer Sheets	
	<ul style="list-style-type: none"> <li>Annual Increase in xx% of NGO Finances Mobilised from the Carbon Offsets Market</li> </ul>	⇒ Audited Accounts	
	<ul style="list-style-type: none"> <li>Annual Increase in Value of Farm Income from Sustainable Agriculture</li> </ul>	⇒ Data Generated by Monitoring Solution	
	<ul style="list-style-type: none"> <li>Annual Increase in Proportionate Farm Income from Sustainable Agriculture vis-à-vis Mainstream Cultivation</li> </ul>		
	<ul style="list-style-type: none"> <li>Annual Increase in Proportionate Area under Sustainable Agriculture vis-à-vis Total Landholding</li> </ul>		

<b>PROJECT OUTPUTS</b>			
<b>A. FCN TECH TEAM STRENGTHENED TO DEAL WITH LOW CARBON FARMING</b>	A.1. Improved Knowledge and Motivation for Practical Application	⇒ Performance Appraisal by Participant NGOs	
	A.2. Quality of Scientific Input Provided in Measuring Baselines & Estimating Emission Reductions	⇒ Performance Appraisal by EDF	
<b>B. PILOT LCF COALITION PROGRAMME LAUNCHED (AT LEAST 5 LOW CARBON FARMING PROJECTS) BY PARTICIPANT NGOS</b>	B.1. 7,500 Hectares of Land to be taken up under the LCF Project Identified & Plotted by March 2011	⇒ 4,000 ha at Accion Fraterna ⇒ 1,500 ha at SEDS ⇒ 500 ha at Sacred ⇒ 500 ha at BEST ⇒ 1,000 ha at PWDS	<ul style="list-style-type: none"> <li>Participant NGOs Source Funds to Meet their Budget Shortfalls</li> </ul>
	B.2. 5,500 Participating Farmers Aggregate Carbon Credits with their respective NGOs by March 2011	⇒ 5,500 Signed Carbon Contracts	
	B.3. 3 Years' Carbon Offsets Sold in Advance to Undertake SA Activities on 7,500 Hectares	⇒ 5 Offer Sheets Accepted by Carbon Buyers ⇒ Audited Accounts; Cumulative Bank Receipts	<ul style="list-style-type: none"> <li>Good "Stories" Enhance the Value of Carbon Offsets in the Non Compliance Market</li> </ul>
<b>C. ADDITIONAL SOUND SA PRACTICES INTRODUCED BY ALL PARTNER NGOS ON 7500 HA BY DECEMBER 2013</b>	C.1. Reduced Input Costs	⇒ Progress Reports Generated by the Monitoring Solutions ⇒ Verification Reports ⇒ Contractual Obligations in Offer Sheets Fulfilled	
	C.2. Significant Shift from Monocropping to Multicropping	⇒ Area of Discrete Plots Delineated ⇒ No. of Title Deeds Recorded ⇒	<ul style="list-style-type: none"> <li>Participant NGOs Find Resources to Continue Using their Newly Acquired Capacity</li> </ul>
<b>D. LOW CARBON FARMING PROGRAMME EXTENDED TO MORE FCN MEMBERS</b>	D.1. Increase in Programme Membership - Annual Addition of Participant NGOs after April 2011	⇒ Baseline, Mid-Term and End of Project Assessments ⇒ Client List on FCN Website	<ul style="list-style-type: none"> <li>Participant NGOs Make Serious Investment in "Selling" the non-Carbon Aspects of their Projects</li> </ul>
	D.2. Increase in Area Brought Under Sustainable Agriculture Practices	⇒ Progress Reports Generated by the Monitoring Solutions	
	D.2. No. & Volume of Donor Commitments Obtained	⇒	
		⇒	

<b>E. DOMESTIC OFFSET MARKET CREATED</b>	E.1. Increase in No. of Carbon Contracts Executed	⇒	
	E.2. VERs Sold in the Domestic Market as a proportion of all VERs sold.	⇒	
	E.3. Annual Increase in Volume of Carbon Resources Accessed by Member NGOs	⇒ Audited Accounts; Cumulative Bank Receipts	