

## 5. TIMELINE AND DELIVERY PLAN

The current TEEBAgriFood project cycle is nearly three years, from January 2015 to October 2017, and is divided into three sequential phases, as illustrated below, each with specific strategic objectives and outputs.

Section I revisits this timeline based on progress made so far, new insights gained and latest information on availability of funding. It then proposes two possible alternatives to allocate sufficient time for report-writing. Section II describes the activities and delivery plan for each Phase.

### I. Project timeline

**Figure 1** on the next page displays the current project timeline. Based on this schedule, there are approximately ten months remaining until the launch of the technical reports, which would effectively allow for eight to nine months of writing as a best-case scenario. This timeline was certainly ambitious yet achievable when it was developed in early 2014, but it has since become less and less realistic due to the evolving nature of the project. This is because, since project inception, significant (yet necessary) time has been dedicated to learning lessons from the feeder studies, engaging and cooperating with new partners and a growing community of practice, and adjusting to new insights to ensure appropriate scoping (e.g. the need to fill primary and secondary research gaps).

In addition, some unforeseen obstacles and constraints have arisen, causing delay and/or lag in operations, for example:

- Administrative, legal and organizational hurdles
- Expected late-2017 delivery of crucial European Commission funds

Therefore, while the lists of activities and outputs for each Phase (see section II) remain the same, it is proposed here that the overall project timeline should be revised in order to extend the writing process (Phase II) from circa 10 months (June 2016 to March 2017) to 19 months (June 2016 to December 2017), and thus extend the entire project until June 2018 (rather than October 2017). There are two proposed scenarios for carrying this out:

- ***Scenario A***

In Scenario A, the writing processes for both *Foundations* and *Policies* would occur in tandem, but slightly staggered, as originally envisaged. The main difference is that the overall timeline is extended by nine months. **See Figure 2.**

- ***Scenario B***

In Scenario B, the writing process for each report would be decoupled and developed as a sequence: *Foundations* followed by *Policies*. While less time would be given to develop each Report than in Scenario A, more individual attention can be paid to each. Moreover, this would allow both groups of donors – the Global Alliance for the Future of Food and the European Commission – to take institutional claim over each report. **See Figure 3.**

These scenarios, their end dates and their budgetary implications will be further discussed by the Project Steering Committee on 10 May 2016.

**FIGURE 1. Original project timeline**

Phase	Main report	2015				2016				2017				2018			
I	Interim Report																
II	‘Foundations’ Report																
	‘Policies’ Report																
III	Synthesis Report																

**FIGURE 2. Scenario A timeline**

Phase	Main report	2015				2016				2017				2018			
I	Interim Report																
II	‘Foundations’ Report																
	‘Policies’ Report																
III	Synthesis Report																

**FIGURE 3. Scenario B timeline**

Phase	Main report	2015				2016				2017				2018			
I	Interim Report																
II	‘Foundations’ Report																
	‘Policies’ Report																
III	Synthesis Report																

## II. Activities and delivery plan

The following section describes the various activities and outputs associated with each of the three project phases.

### ***PHASE I: Setting the stage***

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Phase I of the project is concerned with establishing the cornerstones of the project, including a governance body, evidence base, community of practice and informational publications.

Activity	Description	Date of delivery
<b>1.1</b> <b>Exploratory studies</b>	<p>With financial support from Norway, a number of studies have been commissioned in order to assess some of the major ‘externalities-heavy’ agricultural sectors, including:</p> <ul style="list-style-type: none"> <li>• <b>Livestock</b> (Wageningen University // Trucost &amp; True Price)</li> <li>• <b>Inland fisheries</b> (FAO)  <a href="http://www.teebweb.org/agriculture-and-food/inland-fisheries/">http://www.teebweb.org/agriculture-and-food/inland-fisheries/</a></li> <li>• <b>Agroforestry</b> (ICRAF // UNEP-WCMC)  <a href="http://www.teebweb.org/agriculture-and-food/agroforestry">http://www.teebweb.org/agriculture-and-food/agroforestry</a></li> <li>• <b>Palm oil</b> (Trucost // True Price)</li> <li>• <b>Rice</b> (FAO // Trucost &amp; True Price)</li> </ul> <p>The objective of these studies was to build evidence to identify policy options to facilitate a transition towards more sustainable agricultural practices. Moreover, each study seeks to improve the understanding about economic dependencies and interactions between each sector and ecosystem services &amp; biodiversity, and their value to society.</p> <p>Executive summaries and full reports are currently being uploaded to the TEEB website.</p> <p>An additional study on <b>maize</b>, being led by CONABIO and financed by the Global Alliance for the Future of Food, is ongoing and will be presented at CBD COP-13.</p>	<i>Various</i>
<b>1.2</b> <b>Study Leader</b>	<p>Alexander Mueller has been elected as Study Leader of TEEBAGriFood in order to manage and ensure smooth and efficient project operations and delivery. Mueller will act as Chair of the project Steering Committee and fulfil an important role as liaison with the TEEB Advisory Board.</p>	<i>May 2015</i>
<b>1.3</b> <b>Information brochure</b>	<p>A short infographic brochure has been developed for dissemination.</p> <p><a href="http://img.teebweb.org/wp-content/uploads/2013/08/TEEBAgFood_BrochureFinal.pdf">http://img.teebweb.org/wp-content/uploads/2013/08/TEEBAgFood_BrochureFinal.pdf</a></p>	<i>May 2015</i>
<b>1.4</b> <b>‘Towards’ report</b>	<p>A short communications document titled ‘Towards a global study on the economics of eco-agri-food systems’ communicates the rationale and narrative behind TEEBAGriFood to a global audience, while including some preliminary findings from the exploratory studies. The report illustrates some of the positive and negative impacts from agricultural systems, as well as the invisible benefits provided by nature, and describes some of the motivations for carrying out this work. It then</p>	<i>May 2015</i>

	<p>outlines the study approach and framework and explains how the study will be structured in terms of key outputs and activities.</p> <p><a href="http://doc.teebweb.org/wp-content/uploads/2013/08/Towards-TEEBAgFood_15May2015.pdf">http://doc.teebweb.org/wp-content/uploads/2013/08/Towards-TEEBAgFood_15May2015.pdf</a></p>	
<b>1.5 Steering Committee</b>	<p>A Project Steering Committee (PSC) has been convened in order to bring together various leading experts and representatives in the scientific and policy domain of agriculture and food. Members meet on a regular basis to review progress, provide technical and strategic inputs, and explore opportunities for showcasing results.</p> <p><a href="http://www.teebweb.org/agriculture-and-food/steering-committee/">http://www.teebweb.org/agriculture-and-food/steering-committee/</a></p>	<i>June 2015</i>
<b>1.6 Expert workshop</b>	<p>A group of nearly 100 experts convened in Brussels over the course of four days in order to discuss several crucial next steps, including the valuation framework, research gaps, communications and messaging, and the Interim Report.</p> <p><a href="http://www.teebweb.org/wp-content/uploads/2015/10/Executive-Summary_FinalWeb.pdf">http://www.teebweb.org/wp-content/uploads/2015/10/Executive-Summary_FinalWeb.pdf</a></p>	<i>September 2015</i>
<b>1.7 Valuation framework</b>	<p>A framework for valuation has been developed provides a common lens for ensuring that the full range of impacts and dependencies can be examined under different applications (i.e. by sector, system or practice).</p>	<i>September 2015</i>
<b>1.8 Interim report</b>	<p>An Interim Report introduces the key questions, issues and arguments to be addressed by TEEBAgriFood, including preliminary results from the exploratory studies, and the development of a 'valuation framework'. The report examines the way forward for this study by identifying economic and policy drivers and incentives that influence land-use decisions and management techniques within production systems around the world.</p> <p><a href="http://img.teebweb.org/wp-content/uploads/2016/01/TEEBAgFood_Interim_Report_2015_web.pdf">http://img.teebweb.org/wp-content/uploads/2016/01/TEEBAgFood_Interim_Report_2015_web.pdf</a></p>	<i>December 2015</i>
<b>1.9 Launch event</b>	<p>The Report was launched at the Global Landscapes Forum in Paris.</p> <p><a href="http://www.teebweb.org/agriculture-and-food/glf2015/">http://www.teebweb.org/agriculture-and-food/glf2015/</a></p>	<i>December 2015</i>

***Phase II: Developing the reports***

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Phase II of the project is concerned with the writing process for the two main technical reports, which will ultimately be the mainstays of TEEBAgriFood overall. The report-writing process will be guided in part by a consultative, inclusive process and a Call for Evidence and led by structured writing teams. The timelines between each report are slightly staggered, so as to allow time to establish certain precedents (e.g. typologies).

Activity	Description	Date of delivery
<b>2.1 Writers workshop I</b>	A writers workshop is being organized in Paris in order to: (i) to discuss and flesh out the content and structure for the 'Foundations' and 'Policies' reports, and (ii) to brainstorm possible lead authors, chapter leads and contributors.	<i>May 2016</i>
<b>2.2 Coordinating Lead Authors (CLAs)</b>	CLAs are being sought to steer the writing process and manage large, international writing teams for each technical report. <a href="http://www.teebweb.org/agriculture-and-food/cla-profiles/">http://www.teebweb.org/agriculture-and-food/cla-profiles/</a>	<i>May 2016</i>
<b>2.3 Section Lead Authors (SLAs)</b>	SLAs are being sought to support CLAs in leading the writing process for specific sections in each technical report.	<i>July 2016</i>
<b>2.4 Contributors</b>	The TEEB community will be called upon to review and provide inputs to each technical report.	<i>Various</i>
<b>2.5 Writers workshop II</b>	A second writers workshop will be organized to review the action plan and identify any gaps or challenges in terms of content as well as delivery and timelines.	<i>September 2016</i>
<b>2.6 Writers workshop III</b>	A third writers workshop will be organized to assess any remaining hurdles and how to resolve them.	<i>January 2017</i>
<b>2.7 'Foundations' report</b>	<i>Foundations</i> will set out the scientific and economic underpinnings of the evaluation of the nexus between the agri-food sector, biodiversity and ecosystem services, and externalities from agriculture on a global scale. It will need to connect ecological and agricultural science, and ecological and agricultural economics, in order to produce a state-of-the-art, comprehensive overview of existing thinking in these areas.	<i>March 2017</i>
<b>2.8 'Policies' report</b>	<i>Policies</i> will draw from the scientific and economic foundations of its antecedent in order to provide a policy evaluation of different agro-ecological production systems in different socio-economic contexts. <i>Policies</i> will consider a wide range of policy interventions in the domains of development, food, climate, health, and energy, assessed across the entire value chain, from production to consumption.	<i>March 2017</i>
<b>2.9 Launch event</b>	The technical reports will be launched at a global, high-level event.	<i>March 2017</i>

<b><i>Phase III: Disseminating the results</i></b>
<b><i>forthcoming</i></b>

The final phase of this project will focus on the dissemination of findings to key audiences, including decision-makers in policy and business environments. It will be supported by an extensive communications and outreach strategy for 2017.

Activity	Description	Date of delivery
<b>3.1 Communications and outreach strategy</b>	A strategic communication and outreach plan will be necessary in order for the outcomes of the study to lead to absorption by policy-makers and implementation of policy change.	<i>April 2017</i>
<b>3.2 Communications workshop</b>	A workshop will be organized in order to operationalize the communications and outreach strategy.	<i>April 2017</i>
<b>3.3 Synthesis report</b>	A Synthesis Report will present a set of clearly articulated key messages and policy recommendations arising from the findings of the technical reports, written with a broad readership in mind.	<i>October 2017</i>
<b>3.4 Launch event</b>	The Synthesis report will be launched at a global, high-level event.	<i>October 2017</i>