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Enabling poor rural people
to overcome poverty

IFAD Initiative for Mainstreaming Innovation

Seventh Progress Report on the Main Phase

Note to Executive Board representatives

Focal points:

Technical questions:

Edward Heinemann
Senior Strategic Planning Officer
Tel.: +39 06 5459 2398
e-mail: e.heinemann@ifad.org

Dispatch of documentation:

Deirdre McGrenra
Head, Governing Bodies Office
Tel.: +39 06 5459 2374
e-mail: gb_office@ifad.org

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Abbreviations and acronyms

AFD	Agence Française de Développement
ESA	Eastern and Southern Africa Division
CMU	Country Management Unit
CLE	Corporate-level evaluation
CPM	Country Programme Manager
CSO	Civil Society Organization
FO	Farmer Organisation
IGO	International Governmental Organizations
IMI	Innovation Mainstreaming Initiative
KM	Knowledge management
KMI	knowledge management and innovation
M&E	monitoring and evaluation
NGO	Non-Governmental Organization

IFAD Initiative for Mainstreaming Innovation Seventh Progress Report on the Main Phase

1. The main phase of the Innovation Mainstreaming Initiative (IMI) was approved by the Executive Board in December 2004 (EB 2004/83/R.2). Financed by a complementary contribution from the United Kingdom of GBP 6.6 million (amounting to USD12.0 million), the IMI has as its goal to enhance IFAD's capacity to promote innovations that will have a positive impact on rural poverty. Its expected outcomes are:
 - Innovation mainstreamed into IFAD operations;
 - Strengthened learning on innovation and sharing, and the application of such learning; and
 - A changed organizational culture and practices for supporting innovation.
2. This report updates the Executive Board on the progress made by the Initiative for Mainstreaming Innovation (IMI) during the period November 2011 to October 2012. It follows on from six previous progress reports presented to the Board (documents EB 2011/104/INF.4, EB 2010/101/INF.5, EB 2009/98/INF.7, EB 2008/95/INF.5, EB 2007/92/INF.6 and EB 2006/88/INF.4), which together cover the period 2005-2011.

I. Background

3. A corporate-level evaluation of IFAD's capacity to promote innovation (CLE), including an assessment of the performance of the IMI, presented to the April 2010 Executive Board (EB 2010/99/R.7), concluded that the relevance of the IMI was satisfactory. While the design of the programme was largely **relevant**, the evaluation pointed to a lack of prioritization of activities, the fact that some of the activities were clearly beyond the scope of the IMI to address, a lack of programme targets and weak monitoring and evaluation (M&E), and its arguably inappropriate institutional home in the then External Affairs Dept. From an **efficiency** perspective, IOE asserted, its performance had been moderately unsatisfactory. On the other hand, the IMI was adjudged to have been moderately **effective** in achieving the objectives of the programme: its third outcome – changed organizational culture and practices for innovation – had largely not been met. The IMI's impact was found to be moderately satisfactory, and its sustainability moderately unsatisfactory.
4. IFAD management's response to the recommendations of the CLE as a whole highlighted four points (EC 2010/62/W.P.3/Add.1). First, it recognised that IFAD needs to set a clearer, more strategic innovation agenda, although it argued that innovation ideas often emerge from the field, in response to specific project- and country-level issues, and that there is a need to be responsive to such initiatives. Second, it highlighted the centrality of scaling up as being "mission-critical", and as offering both a true measure of innovation and **the** route to IFAD having a wider impact on rural poverty, beyond the direct impact of its operations. Third, it took serious note of the recommendation to allocate adequate resources for non-lending activities. And fourth, IFAD management made clear it is committed to encourage greater knowledge sharing and risk taking in order to motivate staff to innovate.
5. Partly in response to the concerns of the CLE, in January 2010 the Chief Development Strategist was designated as the Champion for Knowledge Management and Innovation (KMI) within IFAD's Senior Management team. However, no new activities or projects were approved for funding during 2010 and 2011, even if a limited number of activities were implemented under the 38 IMI-financed small projects under implementation. In October 2011, new responsibilities for the day-to-day management of the IMI were assigned, and a

way forward for the IMI was defined and agreed upon, with an implementation approach for 2012 that has been strongly informed by both the CLE and management's response.

II. Review of implementation in 2012

6. During the period under review (November 2011 to October 2012), substantial efforts have been made to accelerate the pace of implementation and resource use under the Initiative. In line with the priorities identified in the 2011 progress report for the IMI, three broad areas of activity have been pursued. The first has been to conduct a new call for project proposals that would compete for IMI funding. The second has been to plan for, and start to use, IMI resources in a limited set of priority areas for IFAD in its efforts to promote innovations that will have a positive impact on rural poverty. These aim principally at the third outcome of the IMI – a changed organizational culture and practices for supporting innovation; and they focus particularly on scaling up and south-south cooperation (both areas highlighted in the Report of the Consultation on the Ninth Replenishment of IFAD's Resources), as well as on a new knowledge management strategy. And the third has been to attempt to draw out lessons from the 38 already-implemented IMI small projects. Each of these three areas is discussed below.
7. The competitive funding window enables IFAD staff to sponsor and finance innovative projects and activities that, directly or indirectly, have a positive impact on rural poverty, are consistent with IFAD's Strategic Framework 2011-2015, and are expected to contribute to the achievement of the goal of the IMI programme and one or more of its three outcomes. A new call for proposals was made at the end of 2011. Revised, transparent criteria for the selection of successful proposals were defined, and since a key concern is to ensure that IFAD uses the lessons from the activities and projects financed for scaling up and/or institutionalising successful innovations, these criteria gave particular importance to project proposals having a clear learning agenda, and including mechanisms for drawing out and sharing lessons learnt and opportunities for scaling up and/or institutionalisation. A total of US\$ 2.5 million was made available to finance the approved projects.
8. As of 30 December 2011, the closing date for the competitive bidding process, a total of 40 proposals had been received, for a total value of US\$ 6.6 million. A team of nine reviewers: five external experts, plus the four members of IFAD's inter-departmental Knowledge Management and Innovation (KMI) core team, reviewed the 40 proposals. Only 12 of the 40 met the stringent review conditions and were recommended for financing, for a total value of US\$ 2.0 million. In March 2012 the President approved the recommendation, so providing the green light to the 12 project sponsors/ sponsoring teams to start implementation. Good progress has been made on most of the projects to date, and opportunities have been created for sharing implementation experience and lessons learnt to date. A summary of the project objectives and the implementation status of all 12 projects is shown in appendix II.
9. Among the 28 rejected proposals, 3 were for initiatives related to public-private partnerships and, given the importance of the theme for IFAD, the three project sponsors were invited to work with each other and resubmit a single proposal that responded to the various concerns of the reviewers. This was done, and in October 2012 this thirteenth project was also approved for financing, bringing the total commitment under this bidding round to US\$ 2.2 million.
10. The second area of work has been to start developing a strategic approach for using part of the remaining IMI resources to mainstream innovation into IFAD operations and leverage systemic change in terms of IFAD's organizational culture and practices, as a precondition for promoting innovations that have a positive impact on rural poverty. Particular focus has been given to four current and closely linked priorities for the organization: scaling up, policy dialogue, south-south cooperation

(all areas in which IFAD has made commitments to its membership in the Report of the Consultation on the Ninth Replenishment of IFAD's Resources) and knowledge management.

- (a) **Scaling up** is regarded as "mission critical" for IFAD, and it focuses squarely on how to leverage successful innovations for larger impact on rural poverty. IMI resources would be used to support activities: (i) at country level, with a link to planned or on-going IFAD engagement at different stages of the project cycle (from COSOP and project design to implementation support and supervision), as well as to knowledge management, partnership building and policy dialogue; and (ii) at corporate level, to enable IFAD to share experience with and learn from the global community of practice on scaling up in agriculture and rural development, and so ensure that its country programmes and projects are informed by innovation elsewhere and emerging best practice.
 - (b) **Country-level policy dialogue** is critical for bringing about systemic change in the conditions that confront poor rural people and one of the key routes to scaling up impact. To strengthen IFAD's engagement in this area, IMI resources would support an action plan currently under development, aimed at: ensuring a shared understanding of country-level policy dialogue; strengthening capacity for country-level policy dialogue; ensuring a more effective integration of country-level policy dialogue in country programmes and projects; and improving knowledge management in support of country-level policy dialogue, and monitoring and reporting of IFAD's engagement.
 - (c) **South-south cooperation** involves IFAD brokering knowledge between member countries, bringing successful innovations to new contexts. In this area, the IMI will serve to support activities aimed at achieving the IFAD 9 commitments: ensuring south-south cooperation is pursued in a strategic manner, is widely mainstreamed across country programmes, and is grounded in robust evidence base.
 - (d) **Knowledge management** is a precondition for any form of innovation to be scaled up, institutionalised or shared. A new KM strategy is currently being developed, guided by a process management group so as to promote ownership and institutionalisation, and it will be directly linked to IFAD's efforts to deliver on the IFAD 9 commitments and support implementation of the organization's medium-term plan for 2013-2015. The first step is the design of the strategy development process: this, and its facilitation, has been financed with IMI resources. The IMI will be used to support further work in this area, as necessary.
11. The third area of focus, to draw out lessons from the IMI experience to date, has to date involved a desk review of all 38 implemented projects, resulting in a 3-4 page brief for each, with links to relevant documentation. From the 38, in the last quarter 2012 a selection will be made of the most innovative and effective projects, and more detail case studies of the 5-8 projects selected are expected to be initiated in late 2012/early 2013. These will be expected to capture the innovations promoted, assess the impact of the projects, and explore opportunities for possible up-scaling or institutionalisation.

III. Financial matters

12. The final instalment of the complementary contribution from the United Kingdom's Department for International Development was received in 2009, bringing the total resources received for the IMI programme to the equivalent of about US\$12.0 million. Resources available for commitment are about US\$2.1 million out of a total cash balance of approximately US\$4 million. In 2013, these funds will be used to finance activities for learning and knowledge sharing and creating an enabling institutional environment for innovation. See appendix I for a detailed financial statement.

	<i>As at 30 September 2012</i>	<i>As at 30 September 2011</i>	<i>Variation percentage</i>
Resources (cash received) (thousands of United States dollars)	12 002	12 002	0
Approved allocations (thousands of United States dollars)	9 931	7 933	+25.19
Allocations as percentage of resources	82.75	66.10	+16.65
Actual expenditure (thousands of United States dollars)	7 985	7 796	+2.42
Expenditure as percentage of resources	67.00	64.96	+2.04
Total number of projects approved	53	40	+32.50

Financial statement of the IMI (as at 30 September 2012)**Financed by the Department for International Development (United Kingdom)****SUMMARY**

<i>Summary of resources</i>	<i>United States dollars</i>	<i>Liquidity status</i>	<i>United States dollars</i>
Resources (table 1)	12 001 881	Cash received (table 1)	12 001 881
Approved allocations (table 2)	(9 930 593)	Expenditures (table 2)	(7 985 075)
Resources available for commitment	2 071 288	Cash balance	4 016 806

DETAILSTable 1
Resources

	<i>Pounds sterling</i>	<i>United States dollars</i>
13-Dec-03	400 000	689 440
26-Mar-04	100 000	181 085
09-Feb-05	1 000 000	1 857 800
06-Sep-05	1 900 000	3 501 415
28-Mar-06	1 100 000	1 924 560
23-Mar-07	500 000	988 600
30-Jan-08	569 000	1 131 457
01-Apr-08	500 000	987 700
06-Apr-09	500 000	739 825
	6 569 000	12 001 881

Table 2
Commitments and expenditures

<i>Description</i>	<i>United States dollars approved¹</i>	<i>United States dollars expenditures</i>	<i>United States dollars balance</i>
PREPARATORY PHASE			
Preparation work on the IFAD Initiative for Mainstreaming Innovation	8 689	(8 689)	-
Innovative monitoring of impact through the Microfinance Information eXchange (MIX)	71 146	(71 146)	-
Innovative targeting under community development funds	68 227	(68 227)	-
Rural Poverty Portal	78 901	(78 901)	-
Innovative strategies for land and water access to the poor	71 959	(71 959)	-
Scaling up of innovative small stock management practices developed by IFAD projects	68 856	(68 856)	-
Public-private partnership-building in IFAD	73 585	(73 585)	-
Market development support	74 574	(74 574)	-
Funding proposal for programmatic supplementary funds – consultation workshop on the framework	47 461	(47 461)	-
Role of institutional analysis in the successful scaling up of innovation	201 847	(201 847)	-
Regional economist	71 978	(71 978)	-
Total preparatory phase	837 223	(837 223)	-
MAIN PHASE			
(i) Innovative operations			
Competitive bidding^a			
Market access for small-scale rural producers	209 813	(209 813)	-
MIX	197 248	(197 248)	-
Mainstreaming new targeting framework	184 194	(184 194)	-
Rural Poverty Portal	199 084	(199 084)	-

¹ Where an activity is finalised, the approved amount indicates the disbursed amount.

Table 2 (cont.)

<i>Description</i>	<i>United States dollars approved^a</i>	<i>United States dollars expenditures</i>	<i>United States dollars balance</i>
Institutional analysis practitioner's guide	192 746	(192 746)	
Rural outmigration, trafficking and HIV/AIDS	194 837	(194 837)	-
Financial services association model	86 723	(86 723)	-
Land tenure security of the rural poor	196 233	(196 233)	-
Innovation in water and rural poverty	197 914	(197 914)	-
Cross Regional South-South Cooperation ²	-	-	-
Biofuels farming systems	144 300	(144 300)	-
Participatory mapping	98 661	(98 661)	-
Model for private-sector payment ³	100 000	(85 337)	14 663
Client-financed agriculture services	171 079	(171 079)	-
Pilot for new supervision and implementation support	152 919	(152 919)	-
Lessons from innovations and young talents in the rural world	197 000	(197 000)	-
New design process for small investments	112 720	(112 720)	-
Innovation scouting and sharing	130 335	(130 335)	-
Technical assistance for self-management	175 000	(175 000)	-
Country M&E and knowledge management system	168 120	(168 120)	-
Healthy alternatives to tobacco	135 000	(135 000)	-
Managing weather risk	200 000	(200 000)	-
Farmer participation in SWAp	200 000	(200 000)	-
Project design pilot	54 900	(54 900)	-
Mainstreaming value chains	192 849	(192 849)	-
Mainstreaming climate change	141 198	(141 198)	-
Leveraging migrants' remittances	162 000	(162 000)	-
Social performance management	200 000	(200 000)	-
Indigenous peoples' knowledge	80 399	(80 399)	-
Learning and sharing day	150 000	(121 802)	28 198
Participatory mapping pilot	116 308	(116 308)	-
Imaged-based monitoring	100 000	(100 000)	-
Thematic indicator	92 723	(92 723)	-
Brokering of natural resource management technical services	99 326	(99 326)	-
CLIMTRAIN project	67 086	(67 086)	-
Training and capacity-building	97 232	(97 232)	-
Security programme for women	24 000	(24 000)	-
Education for a sustainable future	73 803	(73 803)	-
Enterprise risk pilot	48 320	(48 320)	-
Benchmarking of international financing institutions	88 387	(88 387)	-
Investing in poor people	175 000	(61 500)	113 500
Making biogas portable	200 000	(68 504)	131 497
Fail Fair	100 000	(2 952)	97 048
Finalising the MPAT	90 000	(24 934)	65 066
Scaling up mobilisation of remittances	200 000	(4 900)	195 100
Improving weather risk management	190 000	(58 667)	131 333
Securing resource rights	200 000		200 000
Social return on investment for knowledge generation	200 000		200 000
Small-holder post-harvest innovations	195 000	(40 318)	154 682
Country office immersion	80 000		80 000

² Project was cancelled after approval due to start up difficulties.

³ Project has been granted additional time to offer opportunities for replication.

Filling the inter-generational gap	195 000	(7 430)	187 570
Improved learning about IFAD projects	200 000		200 000
	7 457 508	(5 658 853)	1 798 656
(ii) IMI Screening Committee (ISC) costs			
ISC travel/fees	30 824	(30 824)	-
ISC miscellaneous	494	(494)	-
	31 318	(31 318)	-
(iii) Rapid Funding Facility			
San Salvador diaspora	19 950	(19 950)	-
	19 950	(19 950)	-
	7 508 776	(5 710 121)	1 798 656
Total innovative operations			

Table 2 (cont.)

<i>Description</i>	<i>United States dollars approved^f</i>	<i>United States dollars expenditures</i>	<i>United States dollars balance</i>
Partnership development			
IFAD-IFPRI partnership	185 905	(185 905)	-
IFAD-Center for Creative Leadership (CCL) partnership	25 668	(25 668)	-
Innovation promotion	215 000	(188 699)	26 301
Travel by organizations of the rural poor	102 133	(102 133)	-
	528 706	(502 405)	26 301
Learning and sharing			
Scouting and regional fairs	90 573	(90 573)	-
KM of IMI projects	55 000	(6 890)	48 110
Challenge map	46 078	(46 078)	-
Networks and communities of practice	225 000	(192 548)	32 452
Competitions	-	-	-
Web-based sharing	66 471	(66 471)	-
	483 122	(402 560)	80 562
Cultural and organizational change			
Learning tours/field immersion	166 532	(166 532)	-
Monitoring of on-going bids	40 000	-	40 000
IFAD Innovation Strategy	81 900	(81 900)	-
Creative problem-solving training	237 522	(237 522)	-
Other training	23 866	(23 866)	-
Launching of innovation strategy	22 947	(22 947)	-
	572 767	(532 767)	40 000
Total main phase	9 093 371	(7 147 853)	1 945 518
Grand total	9 930 593	(7 985 075)	1 945 518

IMI-FINANCED PROJECTS UNDER IMPLEMENTATION

Project title	USD		Current status
Investing in poor people or investing in places where poor people live?	175 000	An analysis of the differentiated use of people-based and place-based approaches/instruments, and their strategic combination, in 4 IFAD projects in the LAC region. Operational criteria and guidelines will be developed to inform new projects and provide a guide on how their combination can lead to better project design, results and outcomes.	Contract with partner RIMISP for the implementation was signed on 26 June 2012. Participating IFAD-supported projects were identified and selected in El Salvador, Haiti, Nicaragua and Peru in consultation with CPMs. Local consultants were contracted in each country. Learning Group was assembled during Launch Workshop in San Salvador in mid-August; framework, concepts, working definitions, research methodology, responsibilities, country workplans and overall timeline were established and approved by LG. Fieldwork was initiated in Peru (end September), Nicaragua and El Salvador (1 st week of October), including workshops with participating project stakeholders and beneficiaries, focus groups and interviews with key informants. Haiti's project workshop and fieldwork to be carried out in mid-October. The project is on track with all planned activities and deliverables.
Making biogas portable: renewable technologies for a greener future	200 000	Piloting through an IFAD project in Kenya the scaling up of two innovative models: i) second generation plastic bio digesters producing methane from recycled livestock and agricultural waste; and ii) portable biogas bottling. The two innovations can provide resource poor people with access to a clean energy source which can also be used for generating electricity. The pilot offers opportunities for income generation, new jobs and improved livelihoods. A secondary effect will be improved soil fertility through the use of discarded digester effluents.	<p>The project is on schedule and raising interest in Kenya and internationally (Cameroun, Rwanda, India, Pakistan). Major achievements are as follows::</p> <ul style="list-style-type: none"> • Nine Flexi Biogas systems installed in dairy farms within IFAD investment project "Smallholder Dairy Commercialization Program" in Nakuru; • Four Flexi systems implemented in a rural orphanage school in Naivasha using kitchen and human waste to produce electricity for lighting and Internet access; • M&E: qualitative and quantitative data collected and compared with fixed traditional bio digesters. The second progress report is due on the 5th October. • Knowledge products and results generated: The communication awareness campaign Shujaaz.fm will release first comic strip in Nov. 2012. Video on interview with CEO/Lead Engineer of Biogas International on potential of new generation of portable Flexi Biogas systems. • Enhanced IFAD role in facilitating South-South cooperation: Kenyan engineers visited the Indian Institute of Technology (IIT Delhi) to attend convention on "Current Trends on Indian Biogas" • Developing partnerships (with Green Bricks Eco Solutions and InfoSys in India) to internationally scale up the proposed innovation.

Fail Fair: Making the impossible become reality	100 000	Organization of a <i>Fail Fair</i> in 2013, an event which provides a 'safe space' where experiences of failure are shared across IFAD and provide fodder for collective brain-storming on how to overcome the challenges. The riskiest idea will receive an award. The event provides scope for learning and risk-taking, promotes innovation and contributes to a change in organizational culture. It also contributes to more innovative project designs.	<ul style="list-style-type: none"> • Working relationship established with Engineers without Borders – the authors of “Failure Report” • Assessment conducted to evaluate current institutional climate and readiness to accept and learn from failures • Based on assessment findings, a number of “intervention areas” have been identified. These will be further fleshed out to develop a road map • Work is underway with different parts of the house to instil a culture of learning from failures and build awareness of why openness to failure is an important part of development work.
Finalizing the Multidimensional Poverty Assessment Tool (MPAT) and mainstreaming it into operations (Builds on a previous IMI project).	90 000	The MPAT is a multidimensional, survey-based tool for assessing poverty, that allows project managers, government officials and others to determine which dimensions of rural livelihoods likely require support. The MPAT was developed in 2008-2009, and a draft version released in 2010. Much positive feedback has been obtained, from IFAD, UN agencies, NGOs and governments; and the current proposal would allow for the MPAT to be finalised and become part of IFAD's tool box of poverty assessment tools.	After six months of implementation, progress against the work plan and budget is on track. With support of the Lead Consultant, a pool of human resources has been identified to support the development of MPAT. The first case study in Bangladesh has been finalised and its lessons learned have been integrated in the User's Guide v.2 and the Excel Spread Sheet v.2. Current efforts are focusing on further strengthening the User's Guide on rationale and methodology, which will be tested during the second case study in January 2013. Several development partners are currently testing with MPAT, or showing interest, and through continuous interaction, their experiences are being integrated. In spring 2013, the materials will be finalised and a third case study will be conducted over summer to validate the tool and to give the green light for publication and dissemination.
Scaling up mobilisation of remittances for enhanced country programme impact, through RB-COSOPs	200 000	Analysis and development of guidance tools from the knowledge base of the Financing Facility for Remittances to identify key preconditions, success drivers, partners and best practices for replicating and scaling up the offer of remittance and other financial services through postal networks. The capture of remittances as a source of complementary funds will be mainstreamed into the IFAD operating model through the integration of a remittance component in 4-5 RB-COSOPs and through the loans and grants country programme.	Deliverables: 1) The FFR is currently finalizing a review report on its experiences in Postal networks and remittances. Which include key lessons learned and strategic considerations. 2) At partnership level, the FFR under the IMI was able to negotiate with the EC funding for a scaling up programme on Postal networks and remittances in IFAD and has secured partnerships agreements with the World Bank, the World Savings Banks Institute, the United Nations Capital Development Fund, and the Universal Postal Union.. 3) within this new framework, the IMI programme is currently setting the stage for a dissemination and exchange exercise directed at drafting an in-house strategic framework for Postal Networks and remittances 4) On-going discussions are in process to include the thematic approach in both COSOPs and country programmes. Pilot mission with the Philippines and potentially Pakistan are in the planning..

Improving Weather Risk Management using satellite-based technology	190 000 + 550,000 from AFD	(Builds on a previous IMI pilot). The project would build on IFAD's work with weather risk insurance by developing and testing an innovative satellite-based approach to drought index insurance in Mali. The activities proposed could represent a new model for index insurance, which has hitherto required data from on-the-ground weather station; and they could push the frontier for the entire industry and have enormous scaling-up potential.	<p>The project began activities immediately after receiving the IMI grant, and is currently in Phase 2 of 4 - revolving around the identification of remote sensing methodologies for index insurance which impinges on the success of the project. To date the following has been achieved:</p> <ul style="list-style-type: none"> • Key types of methodologies researched in-depth • Leading players identified and met • Communication on the project through conferences; press release • Pilot test areas in Senegal located according to preliminary criteria • Kick-off mission to Senegal to verify test areas; meet farmers' organizations; forge partnerships with key in-country stakeholders • Initial awareness raising activities about the project carried out in relevant sectors: insurance; earth observation; development • Specifications developed for selecting technical support partners <p>Before year end 2012, the project plans to have selected various technical service providers in order for them to begin developing their specific remote sensing methodologies for in-field testing. The pilot areas in Senegal will also be verified, with detailed profiles developed on them to inform the type of insurance coverage which the sample contracts will be based on, and the data collection that needs to take place.</p>
Securing resource rights through inclusive business models	200 000	With the aim of establishing alternative, sustainable, inclusive, business models in rural areas that can secure land, other natural resource rights and enhance the capacity of small-scale producers to benefit from new market opportunities, research will be carried out to examine 8 on-going-partnerships in IFAD supported projects in SSA and Asia to extract lessons learnt, best practices and challenges in building such models. Learning will be reflected in guidelines or tool kits with recommendations for appropriate policies and implementation frameworks.	An initial review has been carried out of business models used in IFAD programmes and projects. During the regional workshop on land in May in Nairobi, a special session has been held on inclusive business models and their impact on securing access to land and other natural resources. Participants came from IFAD project and programmes in ESA and WCA, CSOs, FOs, private sector organisations, government departments and IGOs. Initial field work is being done in Uganda, Swaziland and Mozambique. Over the next months the list of selected projects and programmes will be finalised and other field trips will be organised. At the same time the preparations for the organisation of a learning route will start.
The learning side of impact assessment: piloting <i>Social Return on Investment</i> (SROI) for knowledge generation and Project-based learning in Sudan and Yemen	200 000	Participatory, learning-oriented impact assessment of projects in Sudan and Yemen, to quantify in particular the non-physical results (such as changes in social capital, rural empowerment and environmental benefits). The process will promote dialogue, create space for learning/capturing knowledge and strengthen knowledge generation at the project level.	The contractual agreements with the implementing partner are underway and will be finalized by end October. The first SROI assessment will take place in Sudan in January 2013, the second one is scheduled for April 2013, and the wrap-up write shop planned for June 2013 in Rome. Due to persistent security issues in Yemen, the second assessment will take place in Armenia instead, while a number of Yemini project staff and partners will join the Sudan and Armenia assessments for on-the-job training purposes, as well as participate in the write shop.

Small-holder post-harvest innovations Project (SPIP)	195 000	Post-harvest management systems and technologies have a critical role to play in reducing food losses, ensuring the quality and quantity of produce and improving market access for small scale farmers. The SPIP, which will be piloted in 2 IFAD projects, will include awareness raising, learning packages, capacity building and field testing of affordable post-harvest technologies and techniques. A further objective will be to ensure that post-harvest issues are addressed in project design and implementation for value chain projects.	The SPIP is being implemented through 2 IFAD projects in Malawi and Rwanda. In Malawi, management of aflatoxins in the groundnut value chain is the focus. An assessment has been carried out and a consultant recruited to support training of farmers and field demonstrations of techniques and technologies. In Rwanda, targeted beans and maize farmers, members of a cooperative have been trained and a local NGO has been recruited to support in activity implementation. A cooperative storage shed is currently under construction and targeted farmers are testing provided technologies for drying and storage.
Country office immersion for innovation	80 000	A programme designed to give IFAD support staff based in Rome the opportunity to spend 4-5 days in an IFAD country office to enhance their understanding of country office processes and realities, strengthen collaboration between the field and HQ and provide feedback on their return on possible areas of improvement	An announcement was posted on the IFAD intranet site inviting all interested staff to submit proposals for work-related 'projects' that they could implement in an IFAD country office. From the proposals received from potential applicants, six were found to have the requirements to be implemented. Following selection and communication to all IFAD staff of successful applications, each of the six selected participants has identified one country office to visit in order to work on his/her proposed project. The country offices selected to date are Senegal, Ghana, Sudan, India, China and Vietnam. First project visits to country offices are planned in mid-October. New proposals are being received and are being assessed to identify 4 additional participants.
Filling the inter-generational gap in Knowledge on Ag. Water Management: twinning junior and senior experts	195 000	A junior-senior twinning programme for Agricultural Water Management specialists for the transfer of expert knowledge across generations. It aims to support the development of junior AWM professionals, to create synergies between the technological strengths of juniors and the AWM knowledge of seniors, to encourage ideas and opportunities for innovation and to provide quality and continuity in AWM expertise. The AWM curriculum developed during the programme will provide a useful model for further application	<p>The project began activities in June 2012. The methodological approach has been revised to make it more effective and enhance the impacts for the rural poor. All activities have been moved from Rome to SSA, and the twinning has been transformed into an in-field junior-senior mentoring program based on practical issues in IFAD project implementation and supervision. Six countries have been selected: Burkina Faso, Ethiopia, Gambia, Ghana, Malawi, and Niger; all countries with a water portfolio, available CPMs and local PMUs.</p> <p>All the seniors have been identified in collaboration with CPMs; and a call for junior applicants has been issued. To help identify candidates, connections have also been established with various universities, research centres and knowledge hubs: Agrinatura/ Agrismundus (EU), Unesco-IHE (EU), Makerere University (Uganda), University Water Sector Partnership (Ethiopia), 2iE (Burkina Faso), KNUST and UDS (Ghana), Capnet (South Africa), Imawesa (Regional), YPARD (network), IWMI (Sri Lanka). Selection of the candidates is ongoing.</p> <p>To increase the initiative's visibility, a space has been assigned to the project at the Stockholm Water Week, and at the Regional Forum for IFAD-Sponsored Projects in Banjul.</p>

Improved learning from IFAD-supported projects.	200 000 + 200,000 from B&M Gates Foundation	Studies will be commissioned on specific thematic areas of strategic importance to IFAD, in association with a limited number of IFAD supported projects that focus on these thematic areas, to explore the drivers behind project performance and impact. The studies will provide a model to improve learning from our on-going operations and support the application of lessons learnt in a more systematic manner to inform project design and IFAD's policy/advocacy work.	A team of consultants to work on the project has been recruited; the methodology for Participatory Impact Assessment and Learning Approach (PIALA) is currently under development and is expected to be completed during 2012; selection of projects on which the PIALA methodology will be tested, and of the in-country research partners, scheduled for late 2012; and the PIALA case studies themselves are scheduled for early 2013. Additional project resources have been mobilised from B&M Gates Foundation, with whom a project partnership established, and this will expand the number of case studies, and potentially facilitate an initial proof of concept and subsequent scaling up.
Inclusive value chain-based public-private partnership approach to mainstreaming poor rural farming communities in markets in Africa and Asia	200,000	The project aims to mainstream poor, rural communities, particularly women and youth, into markets using a PPP approach which addresses inclusiveness and environmental sustainability concerns. The project will define, apply and refine a PPP toolkit based on inclusive value chains. Expected outcomes are: (i) increased capacities of farmers, buyers, financial institutions, projects and IFAD staff to identify, screen, negotiate, manage and monitor/evaluate potential PPP opportunities; and (ii) an increase in the number of PPPs meeting these criteria in WCA, APR and IFAD more generally.	Project approved October 2012
Total	2 225 000		