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Enabling poor rural people
to overcome poverty

IFAD Initiative for Mainstreaming Innovation

Eighth Progress Report on the Main Phase

Note to Executive Board representatives

Changes with respect to EB 2013/110/INF.3 refers only to formatting in the table in appendix 1

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Contents

I.	Background	1
II.	Overview of implementation in 2012	2
III.	Financial matters	4

Appendices

- I. Updated financial statement for 2013
- II. Status report on on-going IMI-funded projects

Abbreviations and acronyms

CLE	Corporate level evaluation
COSOP	Country strategy and opportunities programme
EMC	Executive management committee
IMI	Initiative for mainstreaming innovation
KM	Knowledge management

IFAD Initiative for Mainstreaming Innovation Eighth 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's goal is 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 2012 to October 2013. It follows on from seven previous progress reports presented to the Board (documents EB 2012/104/INF.8, 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 2005-2012.

I. Background

3. During the main phase of the IMI, a total of 53 projects were approved, of which 40 have now closed. Seven rounds of competitive bidding were conducted during the period 2005-2008, and a final round was conducted in 2011, at which time the 13 projects that are currently on-going were approved.
4. The competitive funding window has enabled IFAD staff members 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, and are expected to contribute to the achievement of the goal of the IMI programme and one or more of its three outcomes. Revised criteria guided the selection of proposals during the final competitive bidding round at the end of 2011, placing particular importance on 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\$ 2.2 million was made available to finance the 13 approved projects.
5. A corporate-level evaluation (CLE) of IFAD's capacity to promote innovation, which included an assessment of the performance of the IMI, was presented to the April 2010 Executive Board (EB 2010/99/R.7).
6. IFAD management's response to the CLE (EB 2010/62/W.P.3/Add.1) highlighted the centrality of scaling up 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. IFAD management reiterated its commitment to encouraging greater knowledge sharing and risk taking, in order to motivate staff to innovate.
7. In 2012, IFAD developed 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. Particular focus has been given to four closely linked non-lending priorities for the organization: scaling up, country-level policy dialogue, south-south cooperation (all areas in which IFAD made commitments to its membership in the Report of the Consultation on the Ninth Replenishment of IFAD's Resources) and knowledge management.

II. Overview of implementation in 2013

8. In April 2013, responsibilities for day-to-day management of the IMI were assigned to the Knowledge Management Coordinator in IFAD's Strategy and Knowledge Management Department. This reflected the need to put more emphasis on learning lessons from IMI implementation, with a particular focus on identifying how IMI projects have influenced IFAD's policies, procedures and approaches.
9. In line with priorities identified in the 2012 progress report for the IMI, work has been undertaken in four main areas of activity:
 - (a) Implementation of the 13 on-going IMI projects;
 - (b) Mainstreaming the core 9th Replenishment priorities of scaling up, country-level policy engagement, south-south co-operation and knowledge management into IFAD's business model;
 - (c) Documentation and sharing of lessons from IMI implementation;
 - (d) Support to the development of a Knowledge Management Framework that builds on and complements the IFAD KM Strategy.
10. **Implementation of the on-going IMI projects.** During the period under review (November 2012 to October 2013), 13 IMI projects were being implemented. Twelve had been approved in March 2012 and one in October 2012, following a final call for proposals under the IMI competitive funding window. Two of the projects build on earlier IMI initiatives. Substantial efforts were made to improve and standardize monitoring and reporting on the 13 on-going IMI projects. IMI project managers have been provided with templates for mid-term and completion reports, as well as a template for a final communication product to highlight results and lessons learned.
11. Good progress has been made on the projects and opportunities have been provided for sharing experiences and lessons, including learning events and group meetings of the project managers. Highlights include: (i) piloting and scaling up of a technology that makes biogas portable in Kenya, India and Rwanda, and mainstreaming of the technology in Bangladesh, Mali and Vietnam through IFAD's Adaptation for Smallholder Agriculture Programme (ASAP); (ii) mobilization of remittances for rural development (as initially explored under IMI) is being scaled up through results-based COSOPs to improve country programme impact; (iii) finalization of a new poverty assessment tool that project managers, government officials and others can use to determine which dimensions of rural livelihoods require support; (iv) development and testing of remote sensing methodologies and weather insurance contract structures; (v) opportunities for "immersion" of HQ-based IFAD staff in country offices that have led to improvements and greater efficiency in work processes.
12. A summary of the objectives and implementation status of the 13 projects is provided in Annex II.
13. **Mainstreaming initiatives.** IFAD's Executive Management Committee (EMC) agreed in December 2012 that US\$ 1.8 million of the unspent portion of the IMI be allocated to the four strategic priorities of: scaling up; country-level policy dialogue; south-south cooperation; and knowledge management. These are areas in which substantive progress is needed if IFAD is to expand its development impact. The EMC agreed that use of IMI funds for all four areas was justified, in terms of their potential to enhance mainstreaming of innovation into IFAD's operations, and to leverage systemic change in IFAD's organizational culture and practices.
14. On the basis of detailed proposals, EMC approved funding for three initiatives:
 - (a) **Scaling up** is regarded as "mission critical" for IFAD. It focuses on how to leverage successful innovations for greater impact on rural poverty. US\$

600,000 in IMI resources is being used to support activities: (i) at country level linked to planned or on-going IFAD interventions at different stages of the project cycle (from COSOP and project design to implementation support and supervision, policy dialogue, knowledge management and partnership building); (ii) at corporate level, leading to efficiency gains or other improvements in IFAD's operating model, with prospects for follow-up at country level to improve on relevant country programmes designs or impact; (iii) at global level, to strengthen IFAD's position in the international policy arena on scaling up in agriculture and rural development, including through partnership and learning opportunities in the context of the emerging Community of Practice and Learning Alliance (CoP/LA) on Scaling Up in Agriculture and Rural Development.

- (b) **Country-level policy engagement** is crucial for bringing about systemic change in the conditions that confront rural poor people and one of the key routes to scaling up impact. US\$ 600,000 is being used to facilitate more consistent and effective engagement by IFAD in country-level processes aimed at developing and implementing policies shaping the economic opportunities open to poor rural people. Activities, to be implemented over the 3-year period of IFAD 9 (2013-2015), will serve to mainstream country-level policy engagement into IFAD's operating model, by strengthening the focus on policy engagement through the country programme / project cycle, including through the financing of specific country-level activities; improving monitoring, reporting and knowledge management relative to country-level policy engagement; and enhancing the capacity of operational staff to engage in these activities.
- (c) **South-south and triangular co-operation** has emerged as a cost-effective tool for learning and partnership for rural poverty reduction. IFAD is proactively defining its role in brokering knowledge between member countries, bringing successful innovations to new countries. US\$ 300,000 will be used to enhance synergies and efficiency gains under IFAD's south-south cooperation agenda, focused on thematic areas of relevance to IFAD's Strategic Framework. The programme will ensure that south-south cooperation is pursued in a strategic manner, and used in country programmes as an instrument to open up partnerships and learning spaces for scaling up. Stronger conceptual linkages will be established between the south-south cooperation agenda and other components of IFAD operating model, and IFAD's visibility and influence in this area will be enhanced in the international policy arena.
15. A proposal for use of US\$ 300,000 for knowledge management is being prepared in the context of the implementation plan for IFAD's knowledge management framework. It will be presented for EMC approval by the end of 2013.

Documentation and sharing of lessons. An IMI knowledge management and learning action plan was developed in early 2013. Its purpose is to ensure that the best lessons and experiences from the IMI are well-documented and accessible to IFAD staff and partners. Considerable progress has been made on implementation of the plan during the reporting period. Based on an initial desk review carried out in 2012 of the 38 closed IMI projects, a limited number of case studies and a series of information briefs are being developed. They will highlight the best and most interesting experiences, approaches and tools that have emerged from the IMI projects over the years. The case studies and briefs will also document how the IMI projects have influenced IFAD's policies, procedures, organizational culture and work practices. They are expected to be completed by March 2014, and will be distributed in print and on IFAD's website.

16. Existing documentation on IMI projects, including reports and publications, is also being collated, and selected experiences will be highlighted on IFAD's external website.
17. **Development of IFAD KM Framework.** IMI resources were used to support development of a new Knowledge Management Framework in 2013, which was approved by IFAD's Operations Management Committee. It updates the IFAD Knowledge Management Strategy, approved by the Executive Board in April 2007 (EB 2007/90/R.4), and is based on lessons learned to date, extensive consultation among IFAD staff and a review of knowledge management practices and programmes in selected other organizations globally. An implementation plan is currently in preparation and a revised Results Framework for knowledge management will be prepared in early 2014.
18. In 2014, IFAD will prepare a final report that highlights the best lessons, approaches and tools that emerged from the IMI, and how they have been mainstreamed by IFAD and its partners. The report will focus on how the IMI has influenced IFAD, its policies, procedures and approaches, and how IFAD has influenced its partners through the IMI projects. It will be informed by existing background documentation and by structured discussions within IFAD on the relevance of lessons from the IMI for its work today and in the future. Towards the end of the year IFAD will hold a "share fair" to enable IMI project managers to showcase the results of their initiatives, and to prompt in-house discussion on new instruments that may be required to support innovation in IFAD's work.

III. Financial matters

19. 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 as at 30 September 2013 were about US\$0.6 million out of a total cash balance of approximately US\$2.3 million. These funds are earmarked to finance activities for the corporate-level mainstreaming initiatives for south-south cooperation (allocation authorized in November 2013) and for knowledge management. See Annex I for a detailed financial statement.

	<i>As at 30 September 2013 (US\$'000)</i>	<i>As at 30 September 2012 (US\$'000)</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)	11 402	9 931	+14.81
Allocations as percentage of resources	95%	83%	+12%
Actual expenditure (thousands of United States dollars)	9 708	7 985	+21.58
Expenditure as percentage of resources	81%	67%	+14%
Total number of projects approved	53	53	0

Financial statement of the IMI (as at 30 September 2013)

Financed by the Department for International Development (United Kingdom)

SUMMARY

<i>Summary of resources</i>	<i>US\$'000</i>	<i>Liquidity status</i>	<i>US\$'000</i>
Resources (table 1)	12 002	Cash received	12 002
		(table 1)	
Approved allocations (table 2)	(11 402)	Expenditures	(9 708)
		(table 2)	
Resources available for commitment	600	Cash balance	2 294

DETAILS

Table 1
Resources

	<i>GBP'000</i>	<i>US\$'000</i>
13-Dec-03	400	689
26-Mar-04	100	181
09-Feb-05	1 000	1 858
06-Sep-05	1 900	3 501
28-Mar-06	1 100	1 925
23-Mar-07	500	989
30-Jan-08	569	1 131
01-Apr-08	5000	988
06-Apr-09	500	740
	6 569	12 002

Table 2
Commitments and expenditures

<i>Description</i>	<i>US\$'000 approved¹</i>	<i>US\$'000 expenditures</i>	<i>US\$'000 balance</i>
PREPARATORY PHASE			
Preparation work on the IFAD Initiative for Mainstreaming Innovation	9	(9)	-
Innovative monitoring of impact through the Microfinance Information exchange (MIX)	71	(71)	-
Innovative targeting under community development funds	68	(68)	-
Rural Poverty Portal	79	(79)	-
Innovative strategies for land and water access to the poor	72	(72)	-
Scaling up of innovative small stock management practices developed by IFAD projects	69	(69)	-
Public-private partnership-building in IFAD	74	(74)	-
Market development support	74	(74)	-
Funding proposal for programmatic supplementary funds – consultation workshop on the framework	47	(47)	-
Role of institutional analysis in the successful scaling up of innovation	202	(202)	-
Regional economist	72	(72)	-
Total preparatory phase	837	(837)	-
MAIN PHASE			
(i) Innovative operations			
Competitive bidding^a			
Market access for small-scale rural producers	210	(210)	-
MIX	197	(197)	-
Mainstreaming new targeting framework	184	(184)	-

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

Table 2 (cont.)

<i>Description</i>	<i>US\$'000 approved^a</i>	<i>US\$'000 expenditures</i>	<i>US\$'000 balance</i>
Rural Poverty Portal	199	(199)	
Institutional analysis practitioner's guide	193	(193)	
Rural outmigration, trafficking and HIV/AIDS	195	(195)	-
Financial services association model	87	(87)	-
Land tenure security of the rural poor	196	(196)	-
Innovation in water and rural poverty	198	(198)	-
Cross Regional South-South Cooperation ²	-	-	-
Biofuels farming systems	144	(144)	-
Participatory mapping	99	(99)	-
Model for private-sector payment	99	(99)	-
Client-financed agriculture services	171	(171)	-
Pilot for new supervision and implementation support	153	(153)	-
Lessons from innovations and young talents in the rural world	197	(197)	-
New design process for small investments	113	(113)	-
Innovation scouting and sharing	130	(130)	-
Technical assistance for self-management	175	(175)	-
Country M&E and knowledge management system	168	(168)	-
Healthy alternatives to tobacco	135	(135)	-
Managing weather risk	200	(200)	-
Farmer participation in SWAp	200	(200)	-
Project design pilot	55	(55)	-
Mainstreaming value chains	193	(193)	-
Mainstreaming climate change	141	(141)	-
Leveraging migrants' remittances	162	(162)	-
Social performance management	200	(200)	-
Indigenous peoples' knowledge	80	(80)	-
Learning and sharing day	128	(128)	-
Participatory mapping pilot	116	(116)	-
Imaged-based monitoring	100	(100)	-
Thematic indicator	93	(93)	-
Brokering of natural resource management technical services	98	(98)	-
CLIMTRAIN project	67	(67)	-
Training and capacity-building	97	(97)	-
Security programme for women	24	(24)	-
Education for a sustainable future	74	(74)	-
Enterprise risk pilot	48	(48)	-
Benchmarking of international financing institutions	88	(88)	-
Investing in poor people	175	(175)	-
Making biogas portable	200	(178)	22
Fail Fair	100	(34)	66
Finalising the MPAT	90	(77)	13
Scaling up mobilisation of remittances	200	(100)	100
Improving weather risk management	190	(186)	4
Securing resource rights	200	(184)	16
Social return on investment for knowledge generation	200	(190)	10
Small-holder post-harvest innovations	195	(182)	13

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

Table 2 (cont.)

<i>Description</i>	<i>US\$'000 approved^a</i>	<i>US\$'000 expenditures</i>	<i>US\$'000 balance</i>
Country office immersion	80	(25)	55
Filling the inter-generational gap	195	(187)	8
Improved learning about IFAD projects	200	(140)	60
Public Private Partnership Approach	200	(145)	55
	7 632	(7 210)	422
(ii) IMI Screening Committee (ISC) costs			
ISC travel/fees	31	(31)	-
ISC miscellaneous		-)	-
	31	(31)	-
(iii) Rapid Funding Facility			
San Salvador diaspora	20	(20)	-
	20	(20)	-
Total innovative operations	7 683	(7261)	422
Partnership development			
IFAD-IFPRI partnership	186	(186)	-
IFAD-Center for Creative Leadership (CCL) partnership	26	(26)	-
Innovation promotion	189	(189)	-
Travel by organizations of the rural poor	102	(102)	-
	503	(503)	-
Learning and sharing			
Scouting and regional fairs	91	(91)	-
KM of IMI projects	218	(114)	104
Challenge map	46	(46)	-
Networks and communities of practice	225	(225)	-
Competitions	0	0	-
Web-based sharing	66	(66)	-
	646	(542)	104
Cultural and organizational change			
Learning tours/field immersion	167	(167)	-
Monitoring of on-going bids	-	-	-
IFAD Innovation Strategy	82	(82)	-
Creative problem-solving training	237 0	(237)	-
Other training	23	(24)	-
Launching of innovation strategy	23	(23)	-
Corporate initiative - mainstreaming scaling up	600	(32)	568
Corporate initiative – country level policy	600	-	600
	1 733	(565)	1 168
Total main phase	10 565	(8 871)	1 694
Grand total	11 402	(9 708)	1 694

IMI-FINANCED PROJECTS UNDER IMPLEMENTATION

Project title	USD	Description of project	Progress report
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.	<p>The activities in all four countries (El Salvador, Haiti, Nicaragua and Peru) have been completed (see table below regarding Project Implementation) and the project is now dealing with the production and dissemination of outputs. The workshop to compare country case studies has been held in Lima in June 2013. The 12 learning notes (3 for each country) are completed and the project synthesis report as well as 4 synthesis notes (one for each country) are in progress and should be ready by the end of December 2013. 3 learning notes have already been published in the form of working papers available on the project web page (see below paragraph on publications).</p> <p><u>Project implementation - Activities</u></p> <p>Inception Workshop: Held in San Salvador with the participation of the Learning Group members, to develop a common understanding of the study, its concepts, scope and objectives, and to agree on the methodology, work plan, products and responsibilities (August 2012).</p> <p><u>In each country</u></p> <ul style="list-style-type: none"> • Revision of Project documents and reports; interviews with key informants and personnel in the original project design (Sep-Oct 2012). • Workshop with Project stakeholders (users/beneficiaries, staff, partners and local authorities) (Sep-Oct 2012). • Meeting with Project personnel to discuss preliminary findings and to identify and complete information gaps (Mar-Apr 2013). • Workshop with Project stakeholders for feedback on findings; drafting of synthesis report (May-Jun 2013). <p>LG Workshop to compare country case studies, and IMI Project Seminar in Lima to discuss results with invited rural development experts and IFAD colleagues (Jun 2013).</p> <p><u>Publications:</u></p> <p>A project webpage is used at URL: http://www.rimisp.org/proyecto/invertir-en-los-pobres-rurales-o-en-los-territorios-donde-ellos-viven/ to summarize documentation produced so far (documents, publications, websites, etc.) and any other relevant supplementary materials (e.g. training evaluation, conference/workshop programs and reports, seminars, photos of events, press clippings, etc.).</p> <p><u>Currently published Working Papers and URL for direct access are:</u></p> <p><i>Rey de Arce, M.; Cliche, G.</i> 2012. "Reconstrucción del diseño y balance de actividades con inversiones focalizadas en el territorio y las personas en el Programa de Apoyo a las Iniciativas Productivas (PAIP) en Haití". Documento de Trabajo N°2. Serie Estudios Territoriales. Proyecto ¿Invertir en los pobres rurales o en los territorios donde ellos viven? Rimisp, Santiago, Chile. http://www.rimisp.org/wp-content/files_mf/1371054513DOCUMENTODETRABAJO2_GCLICHE.pdf</p> <p><i>Rey de Arce, M.; Cliche, G.</i> 2013. "Percepción de actores y su relación en la oferta de inversiones del Programa de Apoyo a las Iniciativas Productivas (PAIP), Haití". Documento de Trabajo N°3. Serie Estudios Territoriales. Proyecto ¿Invertir en los pobres rurales o en los territorios donde ellos viven? Rimisp, Santiago, Chile. http://www.rimisp.org/wp-content/files_mf/1371055447DOCUMENTODETRABAJO3_GCLICHE.pdf</p> <p><i>Yancari, J.; Cliche, G.</i> 2012. "Reconstrucción del diseño y balance de actividades con inversiones focalizadas en el territorio y las personas en el Programa SIERRA SUR en Perú". Documento de Trabajo N°4. Serie Estudios Territoriales. Proyecto ¿Invertir en los pobres rurales o en los territorios donde ellos viven? Rimisp, Santiago, Chile. http://www.rimisp.org/wp-content/files_mf/1371236892DOCUMENTODETRABAJO4_GCLICHE.pdf</p>

<p>Making biogas portable: renewable technologies for a greener future</p>	<p>200 000</p>	<p>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>	<p>To date the IMI project: Making Biogas Portable, has achieved significant outcomes in terms of aligning with Government initiatives in three countries. The proposed technology (Flexi Biogas) piloted through the IMI has been piloted in Kenya, Rwanda and recently India. In Rwanda, IFAD's Kirehe Community Based Watershed Management Programme (KWAMP) intends to scale up the technology through its 'one cow per farmer' program (Girinka). The IFAD project in Kenya (SDCP) and India (OTELP) also intend to scale up the proposed innovation in fiscal year 2014.</p> <p>ECD's Adaptation for Smallholder Agriculture Programme (ASAP) is mainstreaming this technology through its funded projects in Mali (PAPAM), Bangladesh (CALIP) and Vietnam (AMD). To this end, ECD has corroborated a US\$15,000 Institutional Contract with the Indian Institute of Technology based in Delhi to conduct a comparative analysis and assess the efficiencies of the Flexi Biogas technology over traditional fixed dome biogas digesters for an intermediate level scaling up.</p> <p>With the very low rural energy access in the pilot countries, the overall goal of the proposed project is to improve livelihoods of rural communities and enable them to build assets in a self-sufficient manner as well as protect and restore the environment (i.e. reduced deforestation rates) by introducing Renewable Energy Technologies (RETs) such as the Flexi Biogas system in response to a changing climate. Within a context where global warming and forest destruction continue unabated, the use of biogas energy can represent an economic and environmental viable solution, especially in rural areas where conventional energy, such as electricity and fossil fuel, is generally inaccessible and costly.</p> <p>The second part of the IMI (phase II) promotes a demonstration pilot of an innovative, low-carbon technology (compression and bottling of biogas) with potentially significant long-term impacts on carbon emissions. The model will cater rural energy needs by essentially supplying a decentralized source of power with uninterrupted supply using local resources (mainly animal waste from slaughterhouses). The objective of the model is to create an entrepreneurial framework for the training of young business entrepreneurs and for the staff of various institutions in Kenya. There is also a large potential for this technology in vehicle transportation (buses, tractors, cars, auto rickshaws).</p> <p>The pilot is yet to begin due to cumbersome regulations. The entire working model will be set up as a demonstration site by early December 2013. This entails the need for an extension of 6 months to finalize the pilot (June 2014). The main reasons include: (i) formation of young entrepreneurs eager to enter this sector; (ii) organize two workshops (one introductory and one to finalize implementation and logistics arrangements) over the next 6 months; (iii) introduce training on the compression and bottling model to strengthen the managerial capacity of implementing partners and; (iv) refine the model through building capacity of young entrepreneurs to enhance the implementation and diffusion, and the marketing of such processed biogas. The Finnish Government is financially supporting this second phase.</p>
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<p>Fail Fair: Making the impossible become reality</p>	<p>100 000</p>	<p>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 brainstorming 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.</p>	<p>On 29 October 2013, IFAD hosted the first ever FailFaire within the UN family. The event entitled How to make failure a stepping stone to success brought together 200 participants from a number of multilateral, bilateral organizations, NGOs and IFIs. The event was also attended by a number of IFAD executive directors and by IFAD leadership and staff.</p> <p>The complex world in which we live and work requires that both organizations and donors accept the fact that <i>failure is a natural part of doing business</i>. This, in turn, entails creating the right environment and space so that everyone can identify and honestly admit what has not worked and why an activity has failed.</p> <p>The objective of the event was to:</p> <ul style="list-style-type: none"> • recognize the causes of failure, understand the value of learning from failures and learn how to communicate about failures • find out why it is so important to be flexible and learn the art of adaptation so that we can deliver better investment projects • share, discuss and exchange failures without falling into the blame-game trap • change the perception that UN agencies and IFIs are reluctant to expose their failures <p>The event challenged the common thinking around failure – and raised awareness about how learning from failure is a key to success. It discussed how success and failure are two sides of the same coin and how mistakes and failures are inherent in the human condition, and that there is no one on the face of the earth who has not failed.</p> <p>It marked the beginning of a journey to help IFAD learn how to capture lessons from projects and activities that do not scale up, are not sustainable, get tangled in bureaucracy or simply fail because of unanticipated circumstances.</p> <p>It also helped to identify the structural and organizational changes required to anticipate, learn from and adapt to failures and explore whether 100 per cent success rate means checking all the boxes or if success means learning from failures and adapting.</p> <p>The event benefitted from the insights and experience of renowned personalities such as: Tim Harford, Aleem Walji, Dave Snowden and Ashley Good.</p> <p>Five IFAD colleagues - a member of management and PMD colleagues - Aleem Walji from the World Bank and a colleague from an NGO, showed leadership by sharing how they adapted to changing environment and context and what they learnt from activities that did not turn out as planned.</p> <p>More information available at http://www.ifad.org/events/failfaire/index.htm</p> <p><u>Planned activities:</u></p> <p>Charting out the next steps through a house-wide consultation to identify the various needs to mainstream the concept and philosophy of learning from and sharing failures in IFAD processes</p> <p>Completion date: Foreseen by April-May 2014</p>
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<p>Finalizing the Multidimensional Poverty Assessment Tool (MPAT) and mainstreaming it into operations (Builds on a previous IMI project).</p>	90 000	<p>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.</p>	<p>The project is well underway of reaching its set objectives and targets. The updated version of MPAT has been tested in IFAD-supported projects in Bangladesh and Mozambique. Additional tests have also been conducted with partner organizations in China (Chinese Center for Disease Control and Prevention, under the Chinese Ministry of Health), and in Kenya and Ethiopia (Nuru International). These "real world" tests have informed several important adjustments to the MPAT materials, bringing them closer to finalization. To ensure the methodological rigor of the tool, the latest version of the MPAT User's Guide (version four) has been peer reviewed by IFAD's Statistical Division as well as by the M&E experts of the University of Wageningen, an explicitly agriculturally-focused institution. In addition, a Sounding Board of experts from IFAD, other United Nations agencies, international and regional organizations, and universities around the world have provided feedback to further refine the mechanics and structure of the tool. Currently, the Project Team is finalizing the MPAT materials (User's Guide and Excel Spread sheet) in close collaboration with COM. To promote MPAT among academia and development practitioners, a brochure is being prepared, featuring several info graphics, and an outreach strategy has been developed. The launch of MPAT is foreseen for spring 2014.</p>
<p>Scaling up mobilisation of remittances for enhanced country programme impact, through RB-COSOPs</p>	200 000	<p>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.</p>	<ul style="list-style-type: none"> • Scaling up of Postal project in Africa – the African Postal Financial Services Initiative Thanks to the experiences of and lessons learned from the 45 FFR projects implemented in 46 different countries worldwide – and more in specific of the 3 FFR grant focused on postal networks and managed by the key partner Universal Postal Union (UPU) in 6 African countries, the IMI programme team successfully submitted a project proposal to the European Commission and obtained a 4 million euros contribution for the African Postal Financial Services Initiative, a programme aiming at leveraging the impact of remittances for development through postal networks, and focused in 11 pilot African countries. The initiative, implemented in cooperation with the World Bank, UNCDF, UPU and WSBI/ESBG officially started in January 2013, for the duration of 3 years. • Learning event "Scaling-up strategies for effective national remittances programmes: Philippines and Nepal, Bangkok, 23 May 2013, in the framework of the Global Forum on Remittances 2013 The fourth day of the GFR 2013 was dedicated to a learning event on scaling-up strategies for effective national remittances programmes focused on Philippines and Nepal. • "Remittances, Migration and Development. Scaling up strategies" event at IFAD HQ in June 2013 As a direct follow up of the Global Forum on Remittances 2013, and in order to brief and involve IFAD Country Programme Managers of relevant divisions, the programme organized an in-house aiming at identifying scalable remittance models of intervention for IFAD and its partners, and promote best practices and concrete areas for collaboration with the public and private sector, as well as civil society. • Write-shop on "Scaling up remittances linked to IFAD country programme", Manila 25-26 July 2013 In close cooperation with the APR Division, the programme organized on the 25-26 July 2013 in Manila (Philippines) a write-shop on "Scaling up remittances linked to IFAD country programme", as part of a broader event on "Scaling up frameworks in the Philippines, 22 – 26 July" aiming at discussing lessons and prospects for scaling up in selected thematic areas including, inter-alia, the channelling of remittances for development. As a first major output, three concrete proposals for innovative initiatives are currently being designed for possible future implementation, namely 1) on scaling-up Philippines Postal and financial services; 2) on the scaling up of a FFR project implemented by the NGO Athika on financial literacy and investment opportunities in agriculture for the Filipino diaspora; and 3) on supporting a public-private partnership for the creation of a Diaspora Investment Trust Fund for investment in the Philippines. • Contribution to a grant on "Scaling up initiatives in Mobilizing Migrant Resources towards agriculture

			<p>development in the Philippines" in cooperation with APR Division</p> <p>As a main result and direct follow up of the write-shop in Manila, a concept note focused on the scaling up of a FFR project implemented by the NGO Atikha on financial literacy and investment opportunities in agriculture for the Filipino diaspora has been drafted and integrated in the APR 2013 grants portfolio for the Philippines.</p> <ul style="list-style-type: none"> • Integration of a remittance component in the Nepal COSOP in cooperation with APR Division In close cooperation with the APR division, the programme managed to integrate a remittance component in the recently reviewed COSOP for Nepal. • Write-shop in Nepal on "Scaling up remittances linked to IFAD country programme" In close cooperation with the APR Division and in view of the project design mission scheduled for January 2014, the programme is organizing a write-shop on "Scaling up remittances linked to IFAD country programme", that will be held in Kathmandu (Nepal) on 10-11 December. • Write-shop in Senegal on "Scaling up remittances linked to IFAD country programme" (postponed to early 2014) The programme, in cooperation with WCA division, advanced with the organization a write-shop on "Scaling up remittances linked to IFAD country programme" in Dakar, Senegal in order to bring together key stakeholders and partners agencies to discuss on how to replicate, adapt and expand the successful interventions on leveraging the impact of remittances in Senegal, and link it closely to IFAD national strategy in the country. <p>Additional activities: Following the outcomes of the write-shop in the Philippines:</p> <ul style="list-style-type: none"> ○ A concept note for a project focused on scaling-up Philippines Postal and financial services is being developed in cooperation with Phil Post, aiming at providing technical assistance to extend the card based remittances system ○ A feasibility study, aiming at exploring the possibility to supporting a public-private partnership for the creation of a Diaspora Investment Trust Fund for investment in the Philippines, and in order to identify gaps, risks and methodology of intervention, will be carried out.
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>Implementation of the activities is fully on track. The project is currently in Phase 2 of 4 - revolving around the evaluation of the remote sensing methodologies for index insurance which impinges on the success of the project. Building on the achievements of 2012 , during 2013, the following has been achieved:</p> <ul style="list-style-type: none"> ○ Development of 4 remote sensing methodologies and insurance contract structures for testing. The indices are specific for each site, to cover the main crop(s) of the area against drought, or drought and other perils ○ Crop monitoring for validation in the four selected areas of Senegal (Niore; Kaffrine; Koussanar; Diourbel) ○ Testing hypothetical insurance contract structures based on the different remote sensing methodologies ○ Technical validation based on ground data ○ Multi-disciplinary Evaluation Committee formed, comprising a wide range of experts and institutions (e.g. European Space Agency; NASA; Munich RE; Swiss RE; PlaNet Guarantee; JRC;WFP; FAO;ISRA; CERAAS; CSE) ○ Technical and operational evaluation (on-going) <p>Before year end 2013, all the IMI resources will be spent (i.e. completion of the grant). In the first quarter of 2014, findings and results will be widely disseminated in and outside IFAD.</p>

<p>Securing resource rights through inclusive business models</p>	<p>200 000</p>	<p>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.</p>	<p>Research and lesson learning into on-going partnerships in rural areas in Sub-Saharan Africa and Asia has been on-going. As part of this already three out of six case studies on IFAD experiences have been finalised. These cases have been shared at various high profile events, such as the World Bank Land Conference, ILC Land Forum, and Tokyo International Conference on African Development. At the same time, a learning note has been developed on securing resource rights through partnerships between small-scale farmers and outside investors.</p> <p>Twenty participants from ESA, WCA and Asia, representing a diverse group of IFAD project implementers and partners in East and Southern Africa, West and Central Africa, and Asia and the Pacific, as well as representatives from IFAD HQ and ICOs, national and international NGOs, the private sector and governments. The majority came from IFAD supported projects and programmes. Three cases were visited, namely the IFAD-supported Vegetable Oil Development Project (VODP), Star Café and Kawacom and two presentations were made in Kampala for the Kinyara Sugar factory and the Kayonza Tea Growers’ Company. Overall the discussions and analysis was stimulating and all participants seemed to enjoy the experience. In this regard the learning route contributed significantly to realizing the IMI’s innovation objective. The debate went broader than the link between land and natural resource tenure security and inclusive business models and touched on the central assumptions of IFAD’s roles in supporting small holders to graduate from more subsistence to more commercial farming, including in value chain approaches, targeting and climate change.</p> <p>Currently, preparations are taking place for the organisation of a learning event in IFAD. Securing land and natural resource rights through partnerships between small-scale farmers and outside investors has been included as one of the main areas of intervention of large grant to UN Habitat/GLTN which will be implemented over the next three years.</p>
<p>The learning side of impact assessment: piloting <i>Social Return on Investment (SROI)</i> for knowledge generation and Project-based learning in Sudan and Yemen</p>	<p>200 000</p>	<p>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.</p>	<p>As of 1 October 2013, all activities foreseen under the grant agreement of the “Learning Side of Impact Assessment : piloting Social Return on Investment (SROI) for Knowledge generation and project based Learning in Armenia, Sudan and Yemen: project have been completed. The final narrative report is underway. The only outstanding deliverable is the final SROI knowledge product. The expected completion date for this is no later than 31 December 2013.</p>

Small-holder post-harvest innovations Project (SPIP)	195 000	<p>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.</p>	<p>Since becoming effective in March 2012 to date, the SPIP project has successfully completed all planned activities in the target countries. The project in Rwanda has been successful in supporting more than 200 smallholder maize and beans farmers, through training workshops and demonstrations, with technical knowledge on pre-harvest, harvesting, drying, storage and marketing issues of food crops. Tarpaulins have been successfully tested and the benefits demonstrated with farmers. Farmers have also tested the use of plastic silos and hermetic bags for the storage of maize and beans. Results indicate that with the storage technologies, farmers have been able to reduce maize storage losses from estimated levels of about 17.9% of production to about 3.7%. This translates into more 100 kg of maize being saved per household from loss per season, the equivalent of RWF 40 000 or USD 60 which is a significant income for a rural household. With these storage options, farmers are also now able to store their produce beyond 6 months; they were only able to store for about 3 months before the stored crops are attacked by insects. In Malawi, over 160 smallholder groundnut farmers have been equipped with tools to better manage the incidence of aflatoxin contamination in their groundnut farms. Farmers received training in good agricultural practices (GAPs); pre-harvest level, harvest and post-harvest, some have also used improved groundnut seed, fertilizer and gypsum. With the use of improved seed, fertilizer and gypsum, some selected farmers have seen yield increased by more than 26%. The impact of the various project interventions on Aflatoxin levels in groundnuts is also very significant. More than 93% of samples collected from trial farms tested negative for aflatoxin contamination while over 80% of samples from the control farms tested positive for aflatoxin contamination in the range of between 0.209 ppb to 114.03 ppb strongly suggesting that GAPs, use of improved seed and gypsum have a very high possibility of reducing contamination of the nuts. Project lessons and experiences are currently being documented in various knowledge products and in the project completion report.</p>
Country office immersion for innovation	80 000	<p>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</p>	<p>Following a rigorous selection process eight participants have been identified covering all the regions in which IFAD operates specifically Guatemala (LAC) Ghana and Senegal (WCA) Kenya (ESA) Sudan (NEN) India, China and Vietnam (APR).</p> <p>Following the visit, participants have strengthened collaboration with country offices, reviewed specific processes impacting country offices and made process improvements that in some cases are in the process of being extended to most country offices.</p> <p>As an important results field visits have now been mainstreamed in IFAD's Reward and Recognition Framework and the training unit is planning to earmark starting from 2014 specific funds to ensure that a selected number of IFAD staff every year have the opportunity to travel to a country office and visit a project.</p>

<p>Filling the inter-generational gap in Knowledge on Ag. Water Management: twinning junior and senior experts</p>	195 000	<p>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>	<p>The Jr/Sr twinning project ended officially in October with the participation of all project beneficiaries in the First World Irrigation Forum in Mardin, Turkey. All mentoring programmes took place between February and September and the Turkish mission represented an excellent moment to formally round off this pilot capacity building initiative, gathering Junior and Senior Experts from the 5 target countries for a week of knowledge sharing, networking and evaluation of what we have achieved over the past year. On the occasion of this high profile forum, IFAD organized a dedicated side-event on inter-generational cooperation and capacity development for water and food security to capitalize on the favourable momentum surrounding youth issues, and advocate the solutions that have been successfully applied to stimulate further policy dialogue. The side event was very well received thanks to its 'out-of-the-box' nature and the lively "World Café style" interaction with senior AWM professionals in the audience. The 14 Junior Experts proved to be able to effectively make the best out of their participation in the WIF and their presence significantly helped to put the 'who' issue squarely on the ICID map. As evidenced by the keynote address at the closing ceremony delivered by one of the African young professionals, and the Mardin Declaration adopted by the 1st WIF - clearly referring to the role of farmers and young professionals - IFAD efforts were officially recognized.</p> <p>The participation in the Irrigation Forum, as well as in the Stockholm Water Week and the various networking opportunities over the past months have brought to light an enormous demand for capacity building initiatives targeting early career professionals. Very meagre opportunities exist at the moment for promising young talents from the South wishing to pursue a career in the water sector in their respective countries, and this structural challenge significantly undermines the future of AWM interventions. For this reason a wide range of organizations and stakeholders in the water and food sector have showed great interest in the innovative nature of the IMI Jr/Sr twinning project, recognizing its ground breaking nature and the big potential for scaling-up the initiatives. In consideration of these positive vibes that the project has catalysed, the remaining part of the budget (approx. 15.000USD) will now be spent on developing a set of ad-hoc communication materials to disseminate the results of this first round of mentoring and possibly attract more funds and partnership opportunities for a second phase. The plan is to develop a video and possibly some innovative other media, such as a role play, which could easily be shared on various platforms. At the same time a continuous dialogue will be maintained with those universities, research centres, professional networks and think tanks that have collaborated with the Jr/Sr twinning project. A detailed analysis of the strengths and weaknesses of the project will be shared with major stakeholders in order to refine the methodological approach we used and be able to elaborate a successful "business model" that IFAD could then sell and promote externally to all organizations wishing to replicate what we have piloted.</p>
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Improved learning from IFAD-supported projects.	200 000 + 200 000 from B&M Gates Foundation	The Improved Learning Initiative is intended to develop a proof of concept of an innovative approach that can help IFAD to measure, explain and debate with partners and stakeholders how it contributes to impact on rural poverty. The initiative has the following objectives: (i) to design and test a cost-effective Participatory Impact Assessment & Learning Approach (PIALA) aimed at generating rigorous qualitative and quantitative data on project outcomes and impacts; generating reflections triggered by the data that feed into learning at global, national and local levels by IFAD and project stakeholders; and providing a PIALA proof of concept for future scaling-up of project-level impact assessment, learning and KM; (ii) to measure, understand and be able to show the nature and extent of the development impact of two selected IFAD-financed projects; and (iii) to facilitate internal and external stakeholder engagements at field, country and global levels in the validation of findings and reflections on utility and feasibility of the PIALA proof of concept.	During the first part of the year the team of consultants recruited to work on the Participatory Impact Assessment and Learning Approach (PIALA) initiative developed the research strategy that articulated the methodology that would be tested through the pilot studies, and had it reviewed by both an IFAD design support group and an external reference group of world-class experts. Between June and August the team worked intensively with a Vietnamese research group to conduct the first case study, on the Developing Business with the Rural Poor project (DBRP) in Ben Tre Province, Vietnam. At the time of writing a first output from that exercise – the reflection on the methodology – had been finalised, while the second output – the impact study itself – was still under preparation. Preparations for the second case study, to be conducted in Madagascar, were well advanced when, at the recommendation of the IFAD country office, it was decided necessary to abandon work in that country due to growing political tensions around the elections. An alternative second pilot was selected, the Roots and Tubers Improvement Project (RTIMP) in Ghana, and preparations are now under way to conduct that case study in early 2014. Key lessons learnt to date revolve around the degree of innovation needed to develop and then test a participatory approach to impact assessment that is able to generate quantified results as well as qualitative understanding of impact, and the time and cost associated with that process.
Inclusive value chain-based public-private partnership approach to mainstreaming poor rural farming communities in markets in Africa and Asia	200 000	The overall objective is to improve rural livelihoods by mainstreaming poor, rural communities, particularly women and youth, into markets using a value chain-based PPP approach which explicitly addresses inclusiveness and environmental sustainability concerns. Expected outcomes are: (i) increased capacities of farmers, private buyers, financial institutions and IFAD staff and project staff to identify potential PPP opportunities, assess requirements for profitable implementation, screen private sector partners, evaluate possible contract provisions and propose and negotiate terms; monitor and evaluate implementation and direct impacts; (ii) increase in the number of PPPs meeting these criteria which are structured and contracted in WCA and APR and IFAD more generally based on adaptation of these materials to specific regional contexts.	<ol style="list-style-type: none"> 1. Gap Analysis: Literature search of available research on value chain analysis and public-private partnerships for the target products have been completed for both Nigeria and Laos. 2. Laos <ol style="list-style-type: none"> a. VCA data collection forms: data collection forms for the two target products – cassava and asparagus – completed, translated, and was field tested. b. Field interviews: international consultant in collaboration with local team conducted interviews with local producers to collect data and to identify PPP opportunities. c. PPP model: first draft of PPP model for the two products completed, and a draft implementation manual for the PPP currently under preparation. 3. Nigeria <ol style="list-style-type: none"> a. VCA collection data forms: data collection forms for the two target products – rice and cassava – completed and being reviewed by the project office. Instruction guide created and sent to project office. <p>Local counterpart is in process of identifying data collectors and is selecting target areas for data collection.</p>
Total	2 225 000		