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الاستثمار في السكان الريفيين

مبادرة الصندوق لتعميم الابتكار التقرير المرحلي التاسع عن المرحلة الرئيسية

مذكرة إلى السادة ممثلي الدول الأعضاء في المجلس التنفيذي

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المجلس التنفيذي - الدورة الثالثة عشرة بعد المائة

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مبادرة الصندوق لتعميم الابتكار

التقرير المرحلي التاسع عن المرحلة الرئيسية

1- أقر المجلس التنفيذي المرحلة الرئيسية لمبادرة الصندوق لتعميم الابتكار (EB 2004/83/R.2) في ديسمبر/كانون الأول 2004، وتتمثل الغاية من هذه المبادرة، الممولة بمساهمة تكميلية من المملكة المتحدة بقيمة 6.6 مليون جنيه إسترليني (أي 12 مليون دولار أمريكي)، في تعزيز قدرة الصندوق على تشجيع الابتكارات التي من شأنها أن تترك أثراً إيجابياً على الفقر الريفي. وتتمثل النواتج المتوقعة لهذه المبادرة فيما يلي:

- تعميم الابتكار في عمليات الصندوق؛
- تعزيز التعلم عن الابتكار والتفاسم - وتطبيق ما تمّ تعلمه؛
- تغيير ثقافة المنظمة وممارساتها المتعلقة بدعم الابتكار.

2- ويهدف هذا التقرير إلى إطلاع المجلس التنفيذي على آخر المعلومات بشأن التقدم المحرز في مبادرة الصندوق لتعميم الابتكار خلال الفترة من نوفمبر/تشرين الثاني 2013 إلى أكتوبر/تشرين الأول 2014. وهذا التقرير هو التاسع في سلسلة التقارير المرحلية التي تعرض على المجلس التنفيذي سنوياً منذ عام 2005.

أولاً - الخلفية

3- خلال المرحلة الرئيسية لمبادرة تعميم الابتكار، اعتمد ما مجموعه 53 مشروعاً، أُغلق منها حتى الآن 40 مشروعاً. وأُجريت سبع جولات للقطاعات التنافسية خلال الفترة من 2005 إلى 2008، وأُجريت جولة أخيرة في عام 2011 اعتمد خلالها ثلاثة عشر مشروعاً.

4- وتعمل نافذة التمويل التنافسي على تمكين موظفي الصندوق من رعاية وتمويل المشروعات والأنشطة الابتكارية التي لها أثر إيجابي، مباشر أو غير مباشر، على الحد من الفقر الريفي، والتي تتسق مع الإطار الاستراتيجي للصندوق، ويُتوقع لها أن تسهم في تحقيق هدف برنامج مبادرة تعميم الابتكار، ونواتج أكثر من نواتجه الثلاثة. وقد استُرشد بالمعايير المنقحة في اختيار العروض خلال الجولة الأخيرة للقطاعات التنافسية التي أُجريت بنهاية عام 2011، حيث أوليت أهمية خاصة بمقترحات المشروعات التي تتضمن برنامج تعلم واضح، وتشمل آليات لاستقاء الدروس وتقاسمها، وفرصاً لتوسيع النطاق و/أو إضفاء الطابع المؤسسي. وقد أُتيح مبلغ 2.2 مليون دولار أمريكي لتمويل المشروعات الثلاثة عشر الموافق عليها.

5- وفي عام 2012، أعد الصندوق نهجاً استراتيجياً لاستخدام جزء من الموارد المتبقية لمبادرة تعميم الابتكار من أجل تعميم الابتكار في عمليات الصندوق وحفز تغيير عام في ثقافة المنظمة وممارساتها. وأولي تركيز خاص لأربع أولويات غير إقراضية ومنزبطة بصورة وثيقة في المنظمة وهي: توسيع النطاق، وحوار السياسات على المستوى القطري، والتعاون بين بلدان الجنوب (وجميعها مجالات قطع فيها الصندوق لدوله الأعضاء التزامات بها في تقرير هيئة المشاورات الخاصة بالتجديد التاسع لموارد الصندوق)، وإدارة المعرفة.

ثانيا - عرض عام للتنفيذ في عام 2014

- 6- خلال الفترة المشمولة بالتقرير، جرى العمل في ثلاثة مجالات رئيسية للنشاط، وهي:
- (أ) تنفيذ واستكمال مشروعات المبادرة الثلاثة عشر المعتمدة في عام 2011؛
- (ب) تعميم الأولويات الأساسية للتجديد التاسع لموارد الصندوق والمتمثلة في توسيع النطاق، والمشاركة في السياسات القطرية، والتعاون بين بلدان الجنوب، وإدارة المعرفة في نموذج عمل الصندوق؛
- (ج) توثيق الدروس المستفادة من تنفيذ المبادرة وتقاسمها.
- 7- **تنفيذ مشروعات مبادرة تعميم الابتكار.** تركزت الجهود خلال الفترة المستعرضة (نوفمبر/تشرين الثاني 2013 إلى أكتوبر/تشرين الأول 2014) على استكمال تنفيذ مشروعات المبادرة الثلاثة عشر المتبقية وإغلاقها. وعمل مدراء المشروعات على ضمان توثيق النتائج وتقاسمها، وعلى استخدام النهج والأدوات الجديدة. وقد تم الآن إنجاز عشرة من هذه المشروعات. وأدى عدد منها بشكل مباشر إلى مبادرات متابعة رئيسية ممولة من مصادر أخرى. على سبيل المثال، حفز عمل المبادرة بشأن تعميم التحويلات كمصدر للأموال التكميلية عددا من المبادرات الرئيسية، بما في ذلك برنامج رائد بقيمة 4 ملايين يورو ممول من المفوضية الأوروبية للاستفادة من التحويلات لأغراض التنمية من خلال الشبكات البريدية في 11 بلدا أفريقيا رائدا. وقد حفز مشروع المبادرة ذاته استثمارا إضافيا من قبل الصندوق في مشروع لوضع نماذج قابلة للتوسع لدعم الاستثمار من قبل المهاجرين وأسره في المشروعات الريفية التي تعمل على الحد من الفقر في الفلبين وباكستان. وتشمل أبرز الأمور الأخرى: تطبيق أداة جديدة لتقدير الفقر من قبل مشروعات يدعمها الصندوق ومنظمات غير حكومية مختارة في جميع الأقاليم، واستخدام مؤشراتها في نظام إدارة النتائج والأثر المنفتح في الصندوق؛ وعرض النتائج الناجمة عن اختبار منهجيات الاستشعار عن بعد، وهياكل عقود التأمين من أجل تحسين إدارة مخاطر الطقس في عدة مؤتمرات وأحداث دولية. وهناك ثلاثة مشروعات في المراحل الأخيرة من تنفيذها.
- 8- ويرد في الذيل الثاني موجز بأهداف المشروعات ووضع التنفيذ في المشروعات الثلاثة عشر.
- 9- **تعميم المبادرات.** وافقت لجنة الإدارة التنفيذية في الصندوق في ديسمبر/كانون الأول 2012 على توزيع المبلغ غير المنفق من موارد المبادرة ومقداره 1.8 مليون دولار أمريكي على الأولويات الاستراتيجية الأربع وهي: توسيع النطاق؛ وحوار السياسات على المستوى القطري؛ والتعاون بين بلدان الجنوب؛ وإدارة المعرفة. وهذه مجالات ينبغي تحقيق تقدم جوهري فيها حتى يتمكن الصندوق من زيادة أثره الإنمائي. وأقرت اللجنة بأن هناك ما يسوغ استخدام أموال المبادرة في المجالات الأربعة جميعها، من حيث إمكانية استخدامها في تحسين تعميم الابتكار في عمليات الصندوق، وإحداث تغيير عام في ثقافة المنظمة وممارساتها. واستنادا إلى مقترحات تفصيلية، وافقت لجنة الإدارة التنفيذية في عام 2013 على تمويل مبادرات في جميع المجالات الأربعة.
- 10- **والتقدم المحرز في تنفيذ هذه المبادرات هو كالتالي:**
- (أ) **توسيع النطاق.** في ديسمبر/كانون الأول 2013، انتقلت المسؤولية عن هذا المجال إلى دائرة إدارة البرامج. وأدى استعراض لمفهوم توسيع النطاق إلى تحول في التركيز نحو تعميم توسيع نطاق النتائج، بدلا من

المشروعات، في البرامج القطرية. وقدمت ورقة تصف نهج الصندوق إزاء توسيع نطاق النتائج خلال التجديد العاشر لموارد الصندوق إلى الدورة الثالثة لهيئة المشاورات الخاصة بالتجديد العاشر لموارد الصندوق في أكتوبر/تشرين الأول عام 2014. والعمل على مذكرات توجيهية عن توسيع النطاق هو في مرحلة متقدمة. وستوفر المذكرات توجيهها عمليا لموظفي الصندوق المشاركين في التصميم، والرصد والإشراف على البرامج والمشروعات الممولة من الصندوق حول كيفية توسيع نطاق التدخلات تحديدا حسب المجال المواضيعي (حيث أن مسارات توسيع النطاق محددة حسب خط الأعمال) وفي سياقات قطرية مختلفة. ومن المقرر إنجاز المذكرات في ديسمبر/كانون الأول عام 2014. كما يجري العمل على إطار تشغيلي سيكفل لعمليات الأعمال الضرورية، والأدوات المالية، والحوافز، والإجراءات أن تكون جاهزة للمضي قدما بجدول أعمال توسيع نطاق النتائج.

(ب) **المشاركة في السياسات القطرية.** يجري حاليا استخدام ما مجموعه 600 000 دولار أمريكي لدعم برنامج مدته ثلاث سنوات يهدف إلى تعميم المشاركة في السياسات القطرية في النموذج التشغيلي للصندوق لتمكين مدراء البرامج القطرية من تمويل الأنشطة المتعلقة بالسياسات على المستوى القطري دعما لبرامجهم القطرية. ولكي يحصلوا على الأموال، يُطلب من مدراء البرامج القطرية إعداد مقترح وفقا لشكل محدد؛ وعملية الموافقة لامركزية بحيث تحافظ على المساءلة مع ضمان الاستجابة لفرص المشاركة في السياسات بشكل سريع. وخلال الفترة المشمولة بالتقرير، تم تصميم خمسة أنشطة متعلقة بالسياسات والموافقة على تمويلها خلال عام 2014، نفذت جميعا أو هي قيد التنفيذ. وتشمل الأنشطة ما يلي: (أ) دعم الجمعية الوطنية في جمهورية لاو الديمقراطية الشعبية في وضع نهج لمشاورات السياسات العامة، استنادا إلى الدروس المستفادة من قبل فريق من الجمعية الوطنية خلال مسار للتعليم في جمهورية كوريا؛ (ب) دعم حوار السياسات على المستوى الشعبي لتعزيز التنمية المستدامة في قطاع الثروة الحيوانية في طاجيكستان من خلال تعزيز منظمات مربي الماعز/منتجي الموهير المحليين وربطهم بعملية التخطيط الإنمائي المحلية؛ (ج) تحليل استراتيجية تنمية الأرز في كوت ديفوار وتجربتها في التنفيذ، تحديدا من أجل التأكد من أن صغار المنتجين لا يتم استبعادهم من تنفيذ الاستراتيجية ويمكنهم المشاركة بفعالية فيها، وأنه يتم تعويضهم بشكل منصف عن منتجاتهم؛ (د) دعم جلسات الاستماع العامة في كينيا وأوغندا حول مشروع قانون للجمعيات التعاونية في جماعة شرق أفريقيا مقترح في المجلس التشريعي لجماعة شرق أفريقيا من قبل اتحاد مزارعي شرق أفريقيا؛ (هـ) دعم حكومة المكسيك في التصميم التفصيلي لبرنامج وطني للحد من الفقر الريفي. وتغطي المبادرات حتى تاريخه عدة أقاليم وتعالج قضايا سياساتية متنوعة بطرق مختلفة. ويعتبر هذا التنوع مفيدا من منظور التعلم، ومع تقدم عملية التنفيذ سوف تبذل الجهود لاستخلاص الدروس من التجارب من أجل العمل في المستقبل. وهناك أربعة مقترحات أخرى في الذخيرة حاليا من المتوقع أن تتم الموافقة عليها في الأشهر القادمة.

(ج) **التعاون بين بلدان الجنوب والتعاون الثلاثي.** يجري استخدام ما مجموعه 300 000 دولار أمريكي لدعم تأصيل التعاون بين بلدان الجنوب والتعاون الثلاثي في النموذج التشغيلي للصندوق. وخلال الفترة المشمولة بالتقرير، جرت عملية جرد لأنشطة التعاون بين بلدان الجنوب والتعاون الثلاثي على طول دورة مشروعات الصندوق. وتم إعداد دراسات حالة بشأن الممارسات الجيدة للتعاون بين بلدان الجنوب والتعاون الثلاثي في

المبادرات المدعومة من الصندوق وشركائه. وقد شملت عملية الجرد الأنشطة التالية: (أ) تحديث قائمة مشروعات التعاون بين بلدان الجنوب والتعاون الثلاثي وإجراء استعراض موضوعي للمشروعات ذات الصلة التي يخطر فيها الصندوق حالياً أو التي يمكن أن تكون موضع اهتمام له في المستقبل؛ (ب) رصد أنشطة التعاون بين بلدان الجنوب والتعاون الثلاثي داخل المنظمة، إضافة إلى الالتزامات المؤسسية وعلى المستوى القطري ذات الصلة؛ (ج) تسليط الضوء على أفضل الممارسات والابتكارات لتلبية الطلب على التعاون بين بلدان الجنوب والتعاون الثلاثي؛ (د) القيام، حيثما ينطبق ذلك، بتقديرات أولية لقابلية التوسع باستخدام أدوات توجيهية موضوعة من قبل الصندوق؛ (هـ) تحري وتقدير خيارات المتابعة داخل المنظمة؛ (و) توليد مساهمات تستند إلى الأدلة لحلقات التعلم المؤسسية ذات الصلة وعمليات دعم تصميم وتنفيذ البرامج القطرية وعمليات تعزيز/ضمان الجودة المتصلة بها. وهناك مطبوعات، بما في ذلك دراسات الحالة والأدوات التوجيهية، في المراحل الأخيرة من الإعداد. كما استخدمت الأموال أيضاً لتعزيز انخراط الصندوق في: (أ) المناقشات السياسية الدولية المتعلقة بالتعاون بين بلدان الجنوب والتعاون الثلاثي؛ (ب) شبكات المعرفة والمبادرات الأخرى المتعلقة بالتعاون بين بلدان الجنوب والتعاون الثلاثي. وقد وفر المعرض العالمي للتنمية فيما بين بلدان الجنوب لعام 2013 فرصة للصندوق لعرض منجزات مشروعاته، وللشروع في حوار منظم مع شركاء متماثلين في التفكير بشأن إسهام التعاون بين بلدان الجنوب والتعاون الثلاثي في جدول أعمال توسيع النطاق. وخلال المعرض العربي الإقليمي الأول للتنمية فيما بين بلدان الجنوب الذي نظم في عام 2014، قاد الصندوق منتدى لتبادل الحلول بشأن التعاون بين بلدان الجنوب والتعاون الثلاثي لأغراض التنمية الزراعية وتعزيز الأمن الغذائي. وفي يوم الأمم المتحدة للتعاون فيما بين بلدان الجنوب، نظم الصندوق حدثاً للتعلم حول التعاون بين بلدان الجنوب والتعاون الثلاثي من أجل الأثر على نطاق واسع. وقد جمع الحدث ممثلين من وكالات الأمم المتحدة التي تقع مقارها في روما، ووكالات الأمم المتحدة الأخرى، والبنك الدولي، والوكالات الإنمائية الثنائية والمتعددة الأطراف الأخرى، والإدارات الحكومية ومؤسسات البحوث في البلدان التي لها خبرة في مجال التعاون بين بلدان الجنوب والتعاون الثلاثي، والمؤسسات الخاصة، والمنظمات غير الحكومية، وكيانات القطاع الخاص.

(د) **إدارة المعرفة.** تم إعداد مقترح لاستخدام 300 000 دولار أمريكي لأغراض أنشطة إدارة المعرفة. وعلى وجه التحديد، يتم التخطيط لسلسلة من المطبوعات المستندة إلى الأدلة لتوثيق التجربة المحللة بدقة والناجمة عن العمليات المدعومة من الصندوق في المجالات المواضيعية ذات الأولوية.

11- **توثيق الدروس المستفادة وتقاسمها.** بما يتماشى مع خطة عمل إدارة المعرفة والتعلم في إطار مبادرة تعميم الابتكار، تم استكمال ما مجموعه 10 موجزات للدروس المستفادة. وقد تحسن الوصول الداخلي لموظفي الصندوق إلى الدروس، والمطبوعات، والأدوات، والنهج الناجمة عن مشروعات مبادرة تعميم الابتكار بشكل كبير من خلال إطلاق موقع شبكي داخلي جديد مكرس لمبادرة تعميم الابتكار. وقد تم تعيين أخصائي في رصمة الخبرات لإعداد تقرير نهائي عن كيفية تأثير مبادرة تعميم الابتكار على الصندوق، ولا سيما على سياساته، وإجراءاته وثقافته المؤسسية. وسيسترشد التقرير بالوثائق المرجعية القائمة والمشاورات المهيكلية داخل الصندوق بشأن أهمية الدروس المستفادة من المبادرة لأغراض تسيير عملها في الوقت الحالي وفي المستقبل. ومن المتوقع أن يقيم الصندوق في

عام 2015 معرضاً لتقاسم الابتكار بهدف تمكين مدراء مشروعات مبادرة تعميم الابتكار من عرض نتائج مبادراتهم، وحفز إجراء نقاش داخل المنظمة حول الأدوات الجديدة التي قد تلزم لدعم الابتكار في عمل الصندوق.

ثالثاً - المسائل المالية

12- تم استلام الدفعة الأخيرة من المساهمة التكميلية المقدمة من وزارة التنمية الدولية في المملكة المتحدة في عام 2009، مما يرفع مجموع الموارد المستلمة لأغراض برنامج مبادرة تعميم الابتكار إلى ما يعادل حوالي 12 مليون دولار أمريكي. وتبلغ الموارد المتاحة للالتزام حتى 30 سبتمبر/أيلول 2014 حوالي 0.3 مليون دولار أمريكي من إجمالي رصيد نقدي بحدود 1.5 مليون دولار أمريكي. وهذه الأموال مخصصة لتمويل التعميم المؤسسي الخاص بإدارة المعرفة. ويمكن الرجوع إلى الذيل الأول للاطلاع على القائمة المالية المفصلة.

موجز القائمة المالية لمبادرة تعميم الابتكار

(بالآلاف الدولارات الأمريكية)

التفاوت بالنسبة المئوية	حتى 30 سبتمبر/أيلول 2013	حتى 30 سبتمبر/أيلول 2014	
0	12 002	12 002	الموارد (المقبوضات النقدية)
0.03%+	11 402	11 702	المخصصات الموافق عليها
3%+	95%	98%	المخصصات كنسبة مئوية من الموارد
7.94%+	9 708	10 479	النفقات الفعلية
6%+	81%	87%	النفقات كنسبة مئوية من الموارد
0	53	53	مجموع عدد المشروعات الموافق عليها

Financial statement of the IMI (as at 30 September 2014)

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	12 001 881
		(table 1)	
Approved allocations (table 2)	(11 701 881)	Expenditures	(10 478 741)
		(table 2)	
Resources available for commitment	300 000	Cash balance	1 523 140

DETAILS

Table 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 unspent</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)	

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

Table 2 (cont.)

<i>Description</i>	<i>United States dollars approved</i>	<i>United States dollars expenditures</i>	<i>United States dollars unspent²</i>
Mainstreaming new targeting framework	184 194	(184 194)	-
Rural Poverty Portal	199 084	(199 084)	-
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 ³	-	-	-
Biofuels farming systems	144 246	(144 246)	-
Participatory mapping	98 661	(98 661)	-
Model for private-sector payment	99 226	(99 226)	-
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	138 344	(138 344)	-
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	122 783	(122 783)	-
Participatory mapping pilot	116 362	(116 362)	-
Imaged-based monitoring	100 000	(100 000)	-
Thematic indicator	92 723	(92 723)	-
Brokering of natural resource management technical services	97 557	(97 557)	-
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	149 000	(149 000)	-
Making biogas portable	200 000	(180 419)	19 581
Fail Fair	100 000	(73 160)	26 840
Finalising the MPAT	90 525	(90 475)	50
Scaling up mobilisation of remittances	213 774	(193 104)	20 670
Improving weather risk management	186 789	(186 789)	
Securing resource rights	180 587	(156 670)	23 917
Social return on investment for knowledge generation	197 264	(196 014)	1 250
Small-holder post-harvest innovations	205 663	(204 109)	1 554

² Unspent balances represent commitments not yet disbursed.

³ Project was cancelled after approval due to start up difficulties.

Table 2 (cont.)

<i>Description</i>	<i>United States dollars approved</i>	<i>United States dollars expenditures</i>	<i>United States dollars unspent</i>
Country office immersion	24 495	(24 495)	
Filling the inter-generational gap	192 344	(191 735)	609
Improved learning about IFAD projects	210 000	(121 655)	88 345
Public Private Partnership Approach	199 668	(176 996)	22 672
	7 549 950	(7 344 463)	205 488
(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)	-
Partnership development			
IFAD-IFPRI partnership	185 905	(185 905)	
IFAD-Center for Creative Leadership (CCL) partnership	25 668	(25 668)	
Innovation promotion	188 699	(188 699)	
Travel by organizations of the rural poor	102 133	(102 133)	
	502 405	(502 405)	-
Learning and sharing			
Scouting and regional fairs	90 573	(90 573)	-
KM and Innovation	317 168	(173 342)	143 827
Challenge map	46 078	(46 078)	-
Networks and communities of practice	207 978	(207 798)	-
Competitions	0	0	-
Web-based sharing	66 471	(66 471)	-
	728 268	(584 441)	143 827
Cultural and organizational change			
Learning tours/field immersion	166 532	(166 532)	-
Monitoring of on-going bids	-	-	-
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)	-
Corporate initiative - mainstreaming scaling up	600 000	(336 402)	263 598
Corporate initiative – country level policy engagement	600 000	(150 023)	449 977
Corporate initiative – south-south and triangular co-operation	300 000	(139 751)	160 249
	2 032 767	(1 158 942)	873 825
Total main phase	10 864 658	(9 641 518)	1 223 140
Grand total	11 701 881	(10 478 741)	1 223 140

Status of IMI projects financed in last round of competitive bidding

Project title	Description of project	Status of IMI Projects and progress report
<p>Investing in poor people or investing in places where poor people live?</p>	<p>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>	<p>COMPLETED</p> <p>The project has been completed on time; activities in all four countries (El Salvador, Haiti, Nicaragua and Peru) and the production and dissemination of outputs have been finalized. The workshop to compare country case studies has been held in Lima in June 2013. The 12 learning notes (3 for each country), the project synthesis report as well as 4 synthesis notes (one for each country) are completed.</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 at: http://www.rimisp.org/proyecto/invertir-en-los-pobres-rurales-o-en-los-territorios-donde-ellos-viven/ displaying the documentation produced (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>List of Learning Notes:</u></p> <p><i>María Rey de Arce y Gilles Cliche. "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 Haiti." Noviembre 2012</i></p> <p><i>María Rey de Arce y Gilles Cliche. "Percepción de actores y su relación en la oferta de inversiones del Programa de Apoyo a las Iniciativas Productivas (PAIP), Haiti." Feb. 2013</i></p> <p><i>María Rey de Arce y Gilles Cliche. "¿Invertir en los pobres rurales o en los territorios donde ellos viven? Hallazgos y lecciones del estudio en Haiti." Mayo 2013</i></p> <p><i>Ligia Gómez, Ana Avilés, Gabriel Urbina y Gilles Cliche. "Reconstrucción del diseño y balance de actividades con inversiones focalizadas en el territorio y en las personas en el Proyecto de Apoyo para la Inserción de Pequeños Productores en las Cadenas de Valor y Acceso a Mercado (PROCAVAL), Nicaragua." Noviembre 2012</i></p> <p><i>Ligia Gómez, Ana Avilés y Gilles Cliche. "Percepción de actores y su relación en la oferta de inversiones del Proyecto de Apoyo para la Inserción de Pequeños Productores en las Cadenas de Valor y Acceso al Mercado (PROCAVAL), Nicaragua." Abril 2013</i></p> <p><i>Ligia Gómez, Ana Avilés y Gilles Cliche. "¿Invertir en los pobres rurales o en los territorios donde ellos viven? Hallazgos y lecciones en Nicaragua." Julio 2013</i></p>

		<p>Johanna Yancari y Gilles Cliche. "Reconstrucción del diseño y balance de actividades con inversiones focalizadas en el territorio y las personas en el Programa SIERRA SUR en Perú." Noviembre 2012</p> <p>Johanna Yancari y Gilles Cliche. "Percepción de actores y su relación en la oferta de inversiones del Programa SIERRA SUR en Perú." Feb. 2013</p> <p>Johanna Yancari y Gilles Cliche. "¿Invertir en los pobres rurales o en los territorios donde ellos viven? Hallazgos y lecciones en Perú." Agosto 2013</p> <p>Ileana Gómez, Xenia Ortiz y Gilles Cliche. "Reconstrucción del diseño y balance de actividades con inversiones focalizadas en el territorio y las personas en el "Proyecto de Desarrollo y Modernización Rural para la Región Oriental" (MAG-PRODEMORO), El Salvador." Noviembre 2012</p> <p>Xenia Ortiz, Ileana Gómez y Gilles Cliche. "Percepción de actores y su relación en la oferta de inversiones del Proyecto de Desarrollo y Modernización Rural para la Región Oriental (MAG-PRODEMORO), El Salvador." Feb. 2013</p> <p>Ileana Gómez, Xenia Ortiz y Gilles Cliche. "¿Invertir en los pobres rurales o en los territorios donde ellos viven? Hallazgos y lecciones del estudio en El Salvador." Junio 2013</p>
<p>Making biogas portable: renewable technologies for a greener future</p>	<p>The IMI project piloted new approaches and technologies for (i) delivering low-cost, portable biogas systems at the household level as an alternative to firewood; (ii) promoting a demonstration pilot of an innovative, low-carbon technology (compression and bottling of biogas) from recycled livestock and agricultural waste; with potentially significant long-term impacts on carbon emissions. 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 "bio slurry" – high-nutrient quality organic fertilizer obtained from the biogas digester.</p>	<p>COMPLETED</p> <p>The IMI project: <i>Making Biogas Portable</i>, has achieved significant outcomes in terms of aligning with Government initiatives within IFAD-funded projects in three countries. One of the proposed renewable energy technologies such as portable biogas systems (Flexi Biogas) has been piloted in Kenya, Rwanda and India. In Rwanda, IFAD's <i>Kirehe Community Based Watershed Management Programme</i> (KWAMP) completed the installation of 100 Flexi Biogas systems (August 2014) through its 'One Cow per Farmer' program (Girinka). The IFAD project in India, <i>Orissa Tribal Empowerment and Livelihoods Programme</i>, also intend to scale up the proposed innovation in fiscal year 2015 with a first tranche of 50 systems. The IMI has been crucial for financially investing in initial start-up costs allowing the strengthening of technical/managerial capacity on the ground and building capacity of local institutions (private and public). Through its communication campaign with multi-award winning company, Well Told Story, the IMI has enhanced access to knowledge databases on specific renewable energy technologies and their applications</p> <p>At the macro-level, the IMI has promoted South-South cooperation (knowledge and technology transfer) for: (i) engaging youth and children in the deployment process thus creating awareness on rural energy issues; (ii) knowledge management products that demonstrate the multiple benefits of the technology; (iii) identification of impacts on other livelihood systems such as charcoal and firewood suppliers through collaboration with research institutes; (iv) cost reductions through pursuit of economies of scale, cost-effective production and distribution, and linking with national rural energy subsidies.</p> <p>Within this context, IFAD's Adaptation for Smallholder Agriculture Programme (ASAP) under the Environment and Climate Change Division is supporting the mainstreaming of proposed technologies piloted under the IMI in other IFAD-funded projects such as in Mali (PAPAM), Bangladesh (CALIP), Cambodia (PADEE and Vietnam (AMD).</p> <p>The second part of the IMI promotes a demonstration pilot of an innovative, low-carbon technology (compression and bottling of biogas) with potentially significant long-term impacts on carbon emissions. There is a large potential for this technology in vehicle transportation. The pilot is yet to begin due to cumbersome regulations for the importation of the required components (CNG cylinders, 4-stage compressor, CNG rickshaws or Tuk-Tuks). The entire working model will be set up as a demonstration site by December 2014. The Finnish Government is financially supporting this second phase.</p>

<p>Fail Fair: Making the impossible become reality</p>	<p>Organization of a <i>FailFaire</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>FINAL PHASE OF IMPLEMENTATION</p> <p>As a follow-up to the FailFaire, the Environment and Climate Change (ECD) and Asia and Pacific (APR) division embarked on a pilot project using SenseMaker® methodology to address “failures” and adapt in a timely manner. The aim of this pilot is to put in place a methodology to conduct realtime monitoring of adaptive capacity among communities and institutions over time, which will feed back into the knowledge management and M&E capabilities. Essentially, the results of this pilot will help IFAD to develop and refine a participatory action research agenda. Furthermore, the farmers, villagers, researchers and scientists will be able to understand and improve upon or change their current methods and practices with this new information. Therefore, the results are immediately actionable as they empower people to have greater control over their lives and livelihoods. While this novel method of synthesising real-time qualitative and quantitative data will not replace conventional/established methods of M&E, it will strengthen and/or complement them by generating actionable results.</p> <p>Cognitive Edge (CE) was recruited to deploy their SenseMaker approach and software for the purpose of developing the PAR agenda under AMD. Two primary researchers and 2 other support researchers are part of the CE team.</p> <p><u>Project implementation - Activities</u></p> <p>To orient Cognitive Edge to the AMD project they were invited to the project start-up workshop in Tra Vinh Province, Viet Nam. This allowed them to get an in-depth understanding of the project and also, to interact with a diverse array of project executing partners, and to establish partnership arrangements for deploying the micro-narrative initiative. Subsequently, CE drafted a concept note, the signification framework (for both farmers and researchers) and detailed timeline. Discussions were had with the Project Coordination Unit (PCU), Tra Vinh University (TVU) and IFAD and refinements were made to the framework questions and categorization. A set of signification questions designed to support M&E needs will be hosted on the SenseMaker® software to provide real-time monitoring through continuous data-collection and simultaneous abilities for data visualisation. A training workshop on data collection and use of the signification framework was scheduled for 10 – 11 Nov 2014, which will be followed by 2 months of data capture in the field by undergraduate students from TVU.</p> <p><u>2015 Activities</u></p> <ul style="list-style-type: none"> • Training in the use of SenseMaker® software as a complementary tool for M&E (Jan 2015); • A final report, with findings and results derived from analysis of data collected in the pilot, which will guide the articulation of the PAR agenda - a key outcome which the project partners i.e. PCU, DARD, TVU, CTU, etc. will be able to build upon in adapting the research agenda to address community needs; <p>A Lessons Learnt report that assesses the strengths and limitations of SenseMaker® to the AMD effort. This report will also identify areas where the approach can be scaled up, and where the findings have helped to further develop the AMD’s wider agenda.</p> <p>In addition to the above, FailFaire project sponsor is seeking to engage with Simon Sinek, the author of <i>Leaders Eat last</i> and <i>Start with why: How great leaders inspire everyone to take action</i>. Simon Sinek is described as “a visionary thinker with a rare intellect”. He teaches leaders and organizations how to inspire people and how to learn from failures.</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>	<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>COMPLETED</p> <p>The project is now completed and has reached its 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, ensuring that materials are clear, user-friendly and without mistakes.</p> <p>At the end of the second phase, the MPAT materials (User's Guide and Excel Spreadsheet) have now been finalised and have been officially launched in March 2014 with an event at IFAD HQ. The event has been webcasted and was well followed by external viewers. In collaboration with IFAD's Communications team, infographics were developed and a number of media activities, such as a press release and social media activities, were organized on occasion of the launch event, resulting in a number of articles and blogs as well as a high number of tweets (documented here http://www.ifad.org/mpat/launch/index.htm).</p> <p>All materials, including tutorial videos, are available on the website www.ifad.org/mpat</p> <p>To ensure the methodological rigor of the tool, the MPAT User's Guide has been peer reviewed prior to publication 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.</p> <p>MPAT is now ready for implementation in development projects. Currently, IFAD-supported projects in Mali and Mauretania are integrating MPAT into their work. The revised Results and Impact System of IFAD has drawn on MPAT indicators and a number of NGOs in all regions are applying MPAT in their work.</p>
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<p>Scaling up mobilisation of remittances for enhanced country programme impact, through RB-COSOPs</p>	<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 various channels, including 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>	<p>COMPLETED</p> <p>Building on its successful pilot projects, the Financing Facility for Remittances (FFR) strengthened its scaling-up approach by mainstreaming remittances into IFAD operations and addressing larger innovative programmes in close cooperation with partner organizations at international and local levels. In this framework, and in collaboration with IFAD country teams, the FFR brought together key stakeholders from government, private sector and civil society in the entire African continent as well as in 2 Asian countries, the Philippines and Nepal - with the objective of creating synergies, sharing lessons learned and establishing strong partnerships to discuss prospects for strengthening the development potential of remittances. As a result, an initiative on remittances and postal networks was launched in Africa, national multi-stakeholder platforms were established in the Philippines, Nepal, and Senegal, and several concrete and innovative proposals were taken forward, of which the most relevant is the design of an innovative programme on Rural Enterprises and Remittances in Nepal. This is the first loan with a strong remittance component that will target migrants, returnees and their families in less advantaged communities, and develop employment and entrepreneurial opportunities, as well as financial education initiatives and vocational training.</p> <p>More in details:</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 from 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 euro contribution for the African Postal Financial Services Initiative. The programme aims at leveraging the impact of remittances for development through postal networks, and focuses on 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 4 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 remittance programmes focused on Philippines and Nepal. ○ "Remittances, Migration and Development. Scaling up strategies" event at IFAD HQ on 27 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 meeting aiming at identifying scalable intervention models on remittances for IFAD and its partners, and promoting best practices and concrete opportunities 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 an 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.
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		<p>discussions and further engagement. More than 70 representatives from government, civil society and private sector actively participated in the two-day meeting.</p> <p>A stocktaking exercise on migration practices and provision of financial services has been completed; in addition, a detailed country profile and the write-shop report have been developed and published. A national stakeholder platform will be established in Senegal to engage the main actors, with a concrete road-map indicating the way forward and future actions.</p> <p>The event also ensured active engagement with the Global Mechanism for the success of IFAD activities on remittances, migration and development in the country, and contributed to the launch of the Global Mechanism – IOM project on “Promoting sustainable management of lands in areas subject to migration in Western Africa through innovative financial mechanisms”.</p> <p>A follow-up event on potential investment mechanisms for migrants’ capital and remittances is going to be organized on 04-05 December in Paris, France, gathering all potential stakeholders and the representatives of the main Senegalese diaspora communities in Europe.</p> <ul style="list-style-type: none"> ○ Design of a regional large grant titled “Regional Programme on Remittances and Diaspora Investment for Rural Development” covering Pakistan and Philippines, Sri Lanka and Nepal, in coordination with the APR Division ○ The large grant, co-designed by PTA and APR, aims at promoting successful and/or innovative approaches and technologies, as well as strengthened policies and institutions, that will support agricultural and rural development, empowering poor rural women and men in the four target countries to achieve higher incomes and improved food security. The grant, financed by IFAD for USD 900,000, with a contribution of USD 100,000 from FFR supplementary funds and USD 220,000 from the recipient, will develop scalable models for supporting investment by migrants and their families’ in poverty-reducing rural enterprises in the Philippines and Pakistan and will prepare the ground for replication of such models in Sri Lanka and Nepal.
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<p>Improving Weather Risk Management using satellite-based technology</p>	<p>(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>	<p>COMPLETED</p> <p>Activities have been fully implemented. The on-going analysis of the lessons learned and outcomes is helping to inform activities in the recently approved Phase II of the project, which has received additional USD 650,000 from AFD and will run for three more years.</p> <p>This successful cutting-edge project has so far achieved the following:</p> <ul style="list-style-type: none"> ○ Development of 6 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 maps developed based on radar imagery ○ Ground crop monitoring for validation in the four selected areas of Senegal (Nioro; 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 <p>Important operational and technical considerations have been drawn from this project, which will further be elaborated the next phase. It can be said so far that testing and validation has led to the following findings:</p> <ul style="list-style-type: none"> ○ New index insurance products for capturing yield loss due to multiple perils were developed and offer promise for index insurance; ○ Intensively cultivated areas can benefit from different products to less intensive areas; ○ Different methodologies seem to work better according to the crop and area; ○ Better remotely sensed indices are part of the puzzle in limiting basis risk, but the operational design of an index insurance scheme would still play a role <p>The project has been also instrumental to:</p> <ul style="list-style-type: none"> ○ Raising awareness and understanding in IFAD of the potential of satellite imagery and GIS for supporting the whole portfolio and corporate reporting (which is still continuing) ○ Increased understanding amongst the remote sensing, space, insurance, reinsurance, development and aid communities of the uses and research possibilities <p>Project results have been presented in several international conferences/events, including:</p> <ul style="list-style-type: none"> ○ ESA Sentinel 2 - 1st Sen2Agri users workshop organized at FAO premises in Rome on the 19th May 2014 (IFAD has also been invited to be in this group of users for consultation of earth observation for agriculture based on this project) ○ International Conference on Financing for Agriculture held in Nairobi on 14-18 July ○ Swiss-Re roundtable on Agriculture Insurance – A building block for resilience in Aeroculture Nairobi 18 Jul 2014 <p>Looking ahead, the project team has also been invited to present project's findings at the:</p> <ul style="list-style-type: none"> ○ 10th Microinsurance International conference; Mexico 11-15 November 2014 ○ Euro Mediterranean seminar on Crop Monitoring and Yield Forecasting Rabat (Morocco) 19-21 Nov 2014
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<p>Securing resource rights through inclusive business models</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>COMPLETED</p> <p>Research</p> <p>A stocktaking was carried out to identify IFAD supported projects in East and Southern Africa (ESA), West and Central Africa (WCA) and Asia and the Pacific (APR) that are promoting inclusive business arrangements as part of pro-poor value chain initiatives and the implications for securing land and other natural resources (see annex). Four case studies of existing partnerships in on-going IFAD-supported projects and programmes have been analysed in detail to extract lessons learnt, best practices and challenges in building inclusive business models. The four projects are: (i) Vegetable Oil Development Project in Uganda; (ii) Lower Usuthu Smallholder Irrigation Project in Swaziland; (iii) Mali Biocarburant in Mali and Burkina Faso; and, (iv) Participatory Smallholder Agriculture and Artisanal Fisheries Development Programme in São Tomé & Príncipe. The respective project teams were supported in writing up their experiences.</p> <p>Within communities, the benefits and costs of land acquisition are not felt equally. Negative impacts are likely to hit hardest those who are socially and economically the most disempowered. The effects of such power differentials within communities are most significant and widespread in relation to gender. Several case studies emphasise the tendency for women to suffer disproportionately from such impacts. This project also looked into the experience of an IFAD-supported project in Uganda, the Vegetable Oil Development Project (VODP) and the impact it has had on women's land rights and their livelihoods more in general. Although there are still challenges, the early results of the project on women's livelihoods are promising.</p> <p>Knowledge exchange events</p> <p>During ESA's regional workshop on land in May 2012 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. A community of practice was set up to share experiences, knowledge, tools and templates, and practical application, among other things.</p> <p>The compiled cases have been shared at various high profile events, such as the 2013 and 2014 World Bank Land and Poverty Conferences in Washington, ILC Land Forum in Guatemala, and Tokyo International Conference on African Development. They have also been presented at various IFAD events, such as the Global Staff Meeting and ESA's Regional Implementation Workshops. They are also available on the websites of IFAD and the Global Land Tool Network.</p> <p>A learning route was organised in August 2013 for twenty participants from ESA, WCA and Asia, representing a diverse group of IFAD project implementers and partners, as well as representatives from IFAD headquarters and in-country offices, 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</p>
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		<p>roles in supporting small holders to graduate from more subsistence to more commercial farming, including in value chain approaches, targeting and climate change. Videos¹ have been made on each of the three cases.</p> <p>In April 2014 a technical workshop was organised at IFAD headquarters to share some of IFAD's and our partner's experiences in developing partnerships between smallholder farmers and private sector investors and in particular some of the implications for land and natural resource rights. Speakers from UNCTAD, OXFAM, the private sector-led Sustainable Agriculture Initiative (SAI) Platform, and Land Policy Initiative highlighting status and early results from the leading land and responsible agriculture investment guidelines. Namely, the Principles for Responsible Agriculture Investment (PRAI), the Guiding Principles on Large Scale Land Based Investments (in Africa), an SAI's industry aligned Farmer Self-Assessment of sustainable agriculture practices. During the workshop a range of business models that are being used by IFAD to structure agricultural investments in lower- and middle-income countries were showcased at the workshop. An interactive discussion better defined the key priorities and risks faced by small farmers, governments and private companies in reaching the shared objective of improving livelihoods and securing land and resource rights in agricultural investments.</p> <p>Guidelines, policy recommendations and publications</p> <p>A learning note has been developed on securing resource rights through partnerships between small-scale farmers and outside investors. The aim of the learning note is to provide some summarized information about concepts, approaches, issues, challenges and emerging good practices and opportunities in relation to strengthening land and natural resource rights through business partnerships between small-scale farmers and outside investors.</p> <p>In addition, a factsheet was produced to explain the particular importance in the context of land and natural resource tenure. It identifies the various projects and describes the institutional context in which they operate, the issues that they are dealing with and the ways in which their activities are contributing to securing tenure over land or related resources.</p>
<p>The learning side of impact assessment: piloting <i>Social Return on Investment (SROI)</i> for knowledge generation and project-based learning in Armenia, Sudan and Yemen</p>	<p>Participatory, learning-oriented impact assessment of projects in Armenia, Sudan and Yemen, to quantify in particular the non-physical results (such as changes in social capital, rural empowerment and environmental benefits). The process aims to promote dialogue, create space for learning/capturing knowledge, and strengthen knowledge generation at the project level.</p>	<p>COMPLETED</p> <p>The IMI-funded pilot project was carried out from March 2011 to September 2013. It was co-designed and implemented in partnership with Context, International Cooperation Foundation, with the following three main objectives and components:</p> <ol style="list-style-type: none"> Capacity building: Two SROI trainings were conducted in two different NEN countries (Armenia and Sudan) that aimed to strengthen the capacities of staff from IFAD-supported projects, implementing partners, and IFAD to assess and document project results in a participatory and evidence-based manner. SROI assessments: Trainings were embedded in SROI assessments in three selected project case studies (i.e. the construction of a water yard in Sudan, the construction of a hafir, dug-out reservoir, in Sudan, and an IFAD investment in SIS Natural, a juice-producing company in Armenia) as an on-the-job exercise. Knowledge management/Knowledge sharing: The pilots in two countries were followed up with an IFAD-based write shop in September 2013 (with two participants from Armenia, Yemen and Sudan) to document the experience and jointly reflect on the added value of the SROI approach in the context of IFAD-supported projects and national M&E systems, and generate respective knowledge products for wider dissemination.

¹ Videos: [VODP](#)
[StarCafé](#)
[Kawacom Ltd](#)

		<p>As of 29 October 2014, 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 have been completed. The final narrative report is available; and the respective knowledge product is currently being finalized.</p>
<p>Smallholder post-harvest innovations Project (SPIP)</p>	<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 was piloted in 2 IFAD projects, involved awareness raising, learning packages, capacity building and field testing of affordable post-harvest technologies and techniques. A further objective was to ensure that post-harvest issues are addressed in project design and implementation for value chain projects.</p>	<p>COMPLETED</p> <p>The SPIP project has successfully completed all planned activities in the target countries – Rwanda and Malawi. 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 grains - maize and beans. 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.</p> <p>In Malawi, more than 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.</p> <p>At completion, a number of very important lessons have been learnt that needs to be taken into consideration for future activities.</p> <ol style="list-style-type: none"> 1. To facilitate the adoption of knowledge and post-harvest techniques by small scale farmers, there is the need for continuous field level support at the individual and household levels, in the form of field visits and demonstrations to improve the uptake of best practices and technologies. 2. It was observed that in terms of storage of grain (in Rwanda), it may be better to promote storage options at the cooperative level as compared to storage at the household level as most farmers are quick to dispose of their produce and only tend to keep small quantities of grain for food and as seed for the next season. 3. Hermetic bag use has to be further modified and adapted to the local conditions at home before farmers will use it efficiently. 4. Aflatoxin contamination and management issues could be effectively dealt with, with the adoption of good agricultural practices (GAPs), the use of improved seed, fertilizer and gypsum coupled with use of the Mandela Cork technique of drying by farmers. These set of practices however needs to become more integrated into farmer training models.

<p>Country office immersion for innovation</p>	<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>COMPLETED</p> <p>Following a rigorous selection process eight participants were 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>During and following the visit, participants 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 starting from 2014 is ear-marking 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>	<p>A junior-senior twinning programme for Agricultural Water Management specialists for the transfer of expert knowledge across generations. It aimed 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 provides a useful model for application in future projects.</p>	<p>COMPLETED</p> <p>The Jr/Sr twinning project ended officially in October 2013, culminating in the participation of all project beneficiaries in the First World Irrigation Forum in Mardin, Turkey. The "Mardin Declaration" clearly adopted and advocated for the role of young professionals and farmers in water management – a great success. (see: http://www.icid.org/wif1_sumreport.pdf)</p> <p>During 2013, the participants had been involved in an intensive mentoring programme, receiving training from senior specialists and having the opportunity to contribute with their own fresh, innovative ideas. It gave the participants an opportunity to explore career opportunities, and what is needed to get there. It gave senior specialists the chance to share their experience, and to be overwhelmed by the energy of the next generation of professionals. In one case, junior professionals even made it to be members of an IFAD project design mission – a real primer. (see: http://ifad-un.blogspot.com/2014/02/project-design-with-local-talents.html)</p> <p>All young professionals have experienced a tremendous boost in their (early) career and are looking forward to, now and in the long run, contribute to IFAD projects. They are the seeds of innovation that IFAD needs in the field, and they will inspire their fellow young professionals in the South to become engaged.</p> <p>While the project has now closed, IFAD wants to learn from the approach used and share it with other development partners. To do so, efforts were made in 2014 to better document the approach, participants' experiences and lessons learned. These communication materials will be accessible to the public and will be used by IFAD when a new opportunity arises.</p>
<p>Improved learning from IFAD-supported projects.</p>	<p>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;</p>	<p>FINAL PHASE OF IMPLEMENTATION</p> <p>During 2013 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 to be tested, and had it reviewed both within IFAD and by 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. During 2014 the two main outputs from that exercise – the reflection on the methodology and the impact study itself – were finalised, reviewed and published</p> <p>Following political tensions in Madagascar, it was decided to relocate the second case study from that country to Ghana, and the Roots and Tubers Improvement Project (RTIMP). Since the it was recognised that the conducting of the case study could not only contribute to the project's M&E agenda, but also could provide valuable lessons for the newly-approved Ghana Agricultural Sector Investment Programme, it was agreed with the ICO Ghana and</p>

	<p>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.</p>	<p>the RTIMP project management team that the case study could be financed using the resources of the IFAD loan for RTIMP. Not only did this provide positive evidence of the potential value of the study to projects; it also freed up the limited IMI resources to be used for knowledge management activities. On the other hand, it unfortunately led to substantial delays in recruiting the Ghanaian research team that will conduct the study. This was finalised by early October, and the expectation is that the field work can be conducted in 2014. The project will be completed in 2015, when attention will turn to drawing out the lessons – particularly in terms of the methodology – and to outreach and sharing the learning, both within IFAD and in the broader donor and development community.</p> <p>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; the time and cost associated with that process; and the availability of capacity to conduct such exercises.</p>
<p>Inclusive value chain-based public-private partnership approach to mainstreaming poor rural farming communities in markets in Africa and Asia</p>	<p>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.</p>	<p>FINAL PHASE OF IMPLEMENTATION</p> <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: PPP model for the two products completed, and an implementation manual for the PPP prepared. 3. Nigeria <ol style="list-style-type: none"> a) Data collected on rice and cassava value chain and input into software b) A rice PPP and cassava PPP model developed and discussed with interested stakeholders c) PPP administrative and operations manual finalised