



**IFAD**  
**INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT**  
**Executive Board - Sixty-Third Session**  
Rome, 22-23 April 1998

**REPORT AND RECOMMENDATION OF THE PRESIDENT**

TO THE EXECUTIVE BOARD ON PROPOSED

**TECHNICAL ASSISTANCE GRANTS**

FOR

**AGRICULTURAL RESEARCH AND TRAINING**

BY

**NON-CGIAR-SUPPORTED INTERNATIONAL CENTRES**





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### ABBREVIATIONS AND ACRONYMS

ANGOC	Asian NGO Coalition for Agrarian Reform and Rural Development
CGIAR	Consultative Group on International Agricultural Research
CIRDAP	Centre on integrated Rural Development for Asia and Pacific
EKSYST	Evaluation Knowledge System
ENRAP	Electronic Networking for Rural Asia/Pacific Projects
FAO	Food and Agriculture Organization of the United Nations
IDRC	International Development Research Centre
NGO	Non-governmental organization
M&E	Monitoring and evaluation
MYRADA	Mysore Rural Development Authority
PRA	Participatory rural appraisal
SEARSOLIN	Southeast Asian Rural Social Leadership Institute
TAG	Technical assistance grant
WCARRD	World Conference on Agrarian Reform and Rural Development





**REPORT AND RECOMMENDATION OF THE PRESIDENT OF IFAD  
TO THE EXECUTIVE BOARD ON PROPOSED TECHNICAL ASSISTANCE GRANTS  
FOR AGRICULTURAL RESEARCH AND TRAINING BY  
NON-CGIAR-SUPPORTED INTERNATIONAL CENTRES**

I submit the following Report and Recommendation on three proposed technical assistance grants (TAGs) for agricultural research and training to non-CGIAR-supported international centres in the amount of USD 1 070 000.

**PART I - INTRODUCTION**

1. The present report recommends the provision of IFAD support to the research and training programme of non-CGIAR-supported international centres: International Development Research Centre (IDRC); and Centre on Integrated Rural Development for Asia and Pacific (CIRDAP).

2. The documents of the technical assistance grants for approval by the Executive Board are contained in the annexes to this report:

I. The International Development Research Centre (IDRC): Programme of Electronic Networking for Rural Asia/Pacific Projects (ENRAP).

II. The Centre on Integrated Rural Development for Asia and Pacific (CIRDAP): Participatory Processes: Learning from NGO Experiences in Asia and the Pacific.

3. The objectives and content of these applied research programmes are in line with the evolving strategic objectives of IFAD, and with the policy and criteria of its TAG programme for agricultural research and training.

4. The strategic objectives of IFAD's support for technology development relate to: (a) IFAD's target groups and their household food-security strategies, specifically in remote and marginalized agro-ecological areas; (b) technologies that build on traditional knowledge systems, that are gender-responsive, and that enhance and diversify the productive potential of resource-poor farming systems by improving productivity and addressing production bottlenecks; (c) access to productive assets (land and water, financial services, and labour and technology, including indigenous technology) and sustainable and productive management of such resources; (d) a policy framework that provides the rural poor with an incentive to reach higher levels of productivity, thereby reducing their dependence on transfers; and (e) an institutional framework within which formal and informal, public and private-sector, local and national institutions provide services to the economically vulnerable, according to their comparative advantage. Within this framework, IFAD also intends to develop commodity-based approaches to rural poverty alleviation, specifically targeting those items that are produced and consumed by the rural poor. Finally, the establishment of a consolidated network for knowledge-gathering and dissemination will enhance the Fund's capacity to establish long-term strategic linkages with its development partners and to multiply the effect of its agricultural research and training programme.



5. The TAGs proposed in this document respond to the foregoing strategic objectives. The programmes will generate knowledge and document best practices in the areas of project management, participatory processes involving project beneficiaries, and successful experience in supporting non-farm sector development. The Electronic Networking for Rural Asia Projects (ENRAP) will provide the physical and human network to facilitate knowledge-gathering and dissemination. This activity will support strategic objectives (b) and (c) above since ENRAP, which will seek to build on local knowledge, views information and communications technology as productive assets. Because ENRAP is an open networking project, it is a platform for the achievement of objective (e) above, the promotion of public, private and civil-society partnerships to provide services to the economically vulnerable, IFAD's target groups. All programmes are designed to draw from concrete project experience and valorize traditional knowledge systems, with emphasis on the constructive role of civil-society organizations in facilitating outreach to and the participation of IFAD's target groups.

## **PART II - RECOMMENDATION**

6. I recommend that the Executive Board approve the proposed technical assistance grants in terms of the following resolutions:

**RESOLVED:** that the Fund, in order to finance, in part, the Programme of Electronic Networking for Rural Asia/Pacific Projects (ENRAP), shall make a grant not exceeding seven hundred and fifty thousand United States dollars (USD 750 000) to the International Development Research Centre (IDRC) upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board in this Report and Recommendation of the President.

**FURTHER RESOLVED:** that the Fund, in order to finance, in part, the Participatory Processes: Learning from NGO Experiences in Asia and the Pacific, shall make a grant not exceeding three hundred and twenty thousand United States dollars (USD 320 000) to the Centre on Integrated Rural Development for Asia and Pacific (CIRDAP) upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board in this Report and Recommendation of the President

Fawzi H. Al-Sultan  
President





**THE INTERNATIONAL DEVELOPMENT RESEARCH CENTRE (IDRC):  
PROGRAMME OF ELECTRONIC NETWORKING FOR RURAL  
ASIA/PACIFIC PROJECTS (ENRAP)**

**I. BACKGROUND**

1. IFAD currently supports 64 projects in 21 countries of Asia and the Pacific, committing about USD 950 million to building up the capacity of poor farming communities in a variety of contexts. For many field staff and directors, and indeed beneficiaries, the activities supported are new and innovative. Moreover, the recent emphasis on participatory methodologies and local technology poses methodological, managerial and knowledge-gathering challenges particularly as projects are being encouraged to resolve these issues **themselves**, with minimal outside intervention. In building this long-term problem-solving capacity, two factors are recognized as important.

2. First, experience in the field has often highlighted the latent value of informal and undocumented knowledge regarding innovations and solutions to tackle development problems. Field experience has also demonstrated that a strategy of supporting local knowledge and the sharing of experience will require building the capacity of projects to recognize their information needs and to generate the required data and expertise. The effective use of information at project level is therefore seen not simply as a matter of sharing and measuring the impact of global technical expertise, but also as a means of promoting grass-roots creativity as it will promote the conservation and sharing of local knowledge for generating new solutions. Such a knowledge-driven process will also lead inevitably to a genuine decentralization of decision-making in projects to the benefit of the intended beneficiaries; and enrich research and support institutions to gain a better understanding of on-the-ground realities of development.

3. Second, building networks is essential to the sustainability of projects because networks bring together a large number of collaborating bodies and individuals within the overall success of their collective efforts. They also help in disseminating more widely the benefits accruing from project activities. Networking can be with, among others, local development stakeholders, including rural development organizations and local leaders, non-governmental organizations (NGOs), suppliers, and regional, national and international organizations. Therefore, networking can facilitate projects to pursue, among other objectives, access to specialized information; cooperation on lobbying and policy development; and making market access possible.

4. Traditionally, information has tended to flow in vertical directions, from administrative and support structures to projects, with a feedback process built in. However, the above factors demand a different form of information flow: more **horizontal** between projects and their environments and more **interactive** in terms of genuine dialogue and exchange; and mutual development of understanding and common agenda building.

5. Electronic networking, especially the open-ended, low-cost Internet, is ideally suited to such horizontal communication, while serving also the continuing need for vertical flows of information. For these reasons, interest in such systems, and in participatory approaches to implementing them, has grown rapidly in recent years. A substantial number of initiatives has been launched by a variety of agencies and bodies to connect projects, NGOs, research institutions, funding agencies and others;



and to generate content and dynamics of relevance to development activities. Notable among these initiatives are the United Nations Development Programme's (UNDP) Sustainable Development Networking Programme; the International Development Research Centre (IDRC)-supported PanAsia Network; the Bellanet consortium of funding bodies; the Food and Agriculture Organization of the United Nations's (FAO) SD-DIMENSIONS web-based resources; and the Communities and the Information Society in Africa (ACACIA) initiative in Africa.

6. Far from competing with each other, the very nature of Internet networking means that these systems offer significant potential for synergy, and for a critical mass of users to emerge that can valorize information and infrastructure provision activities. The proposed IFAD-ENRAP programme will help IFAD-funded projects to avoid unnecessarily duplicating the efforts of others and take full advantage of the lessons learned and resources already in place. Indeed, the intention is to motivate projects to generate a demand for local knowledge and local implementation solutions, including an upscaling of grass-roots innovation.

## II. RATIONALE

7. By building an Internet-based network, the IFAD-ENRAP programme will connect IFAD-funded projects (including TAGs), cooperating institutions, research and support agencies, and IFAD headquarters through a participatory communication approach. The objective is to enhance the ability of IFAD-funded projects to address rural poverty through valorizing locally-produced knowledge; improve their ability to locate, access, use and contribute to relevant knowledge resources in a timely manner; and support the creation of (human) networks to improve sustainability. At the same time, the programme aims to enhance project management, administration and implementation through improved and significantly more rapid communication between all levels.

8. This programme is specifically designed to permit the Asia and the Pacific Division of IFAD to achieve a number of specific objectives articulated in the Fund's corporate strategy for 1998 and beyond. First, to establish electronic connectivity between projects, the cooperating institutions and IFAD headquarters for more effective project implementation and portfolio management; and, secondly, to develop an effective presence at the field level through strategic partnerships with civil-society organizations and private-sector groups.

9. The specific goals of the programme are to:

- (a) enable IFAD-funded projects to develop horizontal self-sustaining communication with peers and others regarding information and methodologies relevant to rural development;
- (b) instigate and support, in such projects, the documentation of local knowledge and experience of relevance to others in development activities;
- (c) improve access to technical, research, methodological and other information from research and support institutions, NGOs and others;
- (d) improve communication between projects, supporting organizations and IFAD with regard to administration, reporting and other information exchanges; and
- (e) create the basis for sustained growth of Internet-based networks by projects, within their local, regional, national and international milieux.



### III. THE PROPOSED PROGRAMME

10. The basic features of the proposed IFAD-ENRAP programme's approach are dictated by what are becoming recognized as essential requirements of sustainable development:

- (a) introducing communication support technologies to development projects on the basis of genuinely participatory strategies. Projects must be involved at all stages, and applications built from the ground up;
- (b) the initiative should become progressively the property of the beneficiaries (of IFAD's projects initially, and project clients ultimately), with devolution progressing alongside the realization of concrete benefits and expertise;
- (c) creating a general awareness of the latent value of local knowledge and solutions and ensuring that applications are needs-driven. Electronic networks and services are simply a means of facilitating communication, and should be deployed only on the basis of identified needs;
- (d) in the interests of sustainability, the technology and services used should be based to the extent possible on local skills and resources; and they should be low-cost, that is, local Internet service providers should be used as much as possible; and
- (e) collaboration with existing initiatives, from donor agencies, NGOs, research networks and others, should be sought from the outset, and cooperative agreements explored. Duplication is to be avoided.

11. The programme is divided into two phases over a period of 36 months, with a number of overlapping activities.

12. **Phase I Preparatory Actions. Set-Up, Consultation and Needs Assessment.** The first phase will assess effective demand. The needs assessment will be built on the experience of the information network linking IFAD-financed projects in Latin America and the Caribbean (FIDAMERICA) and of civil societies and other knowledge networks that have successfully assessed the communication support needs of local communities. Some of the needs that will be explored during this phase are:

- (a) sharing of information on the physical and financial progress of the various IFAD-funded projects and on how small successes have been upscaled and constraints tackled;
- (b) different ways of monitoring the impact of project activities on the lives of the target groups;
- (c) gathering of local knowledge and how it is being used successfully to generate solutions in a given project; and
- (d) a search for ways and means of linking grass-roots innovations with local and regional institutions and, subsequently, with investors and entrepreneurs.

13. Once the needs assessment has been undertaken, a "reality check" workshop will be held to develop a simple but systematic, user-friendly and logical framework for knowledge-gathering and



sharing. IDRC will be asked to prepare a list of interested project directors, representatives of IFAD's target groups, and organizations such as the Co-operative for Assistance and Relief Everywhere (CARE) Canada and the International Forum for Development of Sustainable Land-Use Systems which have experience in developing such frameworks. Thus, the intention of the workshop will be to finalize the framework for the clearance of IFAD before other activities are started up. Thereafter, the first phase will finalize agreements between collaborating executing agencies; select participating projects; explore a number of potential collaborating knowledge networks and initiatives; assess connectivity, training and support needs; seek additional cofunders; and produce a detailed action plan. This work will be completed within six months and, towards the end of that period, will include another small meeting between all participants to reach consensus that the programme will be "bottom-up" and demand-driven..

14. **Phase II Implementation.** The second phase will depend on the results of phase I. It will consist of three sets of activities, the first of which concerns **basic infrastructure and training**. Based on a survey of the current situation, Internet connectivity will be established for projects, preferably through local firms. Training will be provided through a set of national workshops, using local support where required, and will focus not simply, or even primarily, on technical issues but more so on mapping information flows, determining and satisfying needs (organizational, human resources, etc.) and exploring the potential for networking. This is expected to be substantially completed within 12 months, but ongoing support and training will continue.

15. The second set of activities is concerns **servers and applications**. An Internet server, probably based in the region, will be set up/leased with a high-speed Internet connection. Based on the applications determined by all participants, a set of services — sophisticated but easy to use and available at different levels of Internet access — will be set up. These will involve e:mail and file transfer, Listservs and news groups, and virtual conferences, and provide access to the full range of web-based resources developed around the world. New services will be tailored for IFAD-ENRAP, based on the real needs of projects, including databases, library and archives and virtual markets.

16. A third set of activities concerns **support and sustainability**. This set focuses on assuring the sustainability of IFAD-ENRAP beyond the three-year period. On the one hand, collaborative agreements will be established with the wider development community in related initiatives worldwide. On the other, the emphasis on support and application will move towards building up the local networks in the immediate IFAD-funded project environment, supporting other significant development actors to become involved.

#### IV. IMPLEMENTATION ARRANGEMENTS

17. A **steering committee** will be set up, initially comprising representatives of the implementing agencies<sup>1</sup> (IDRC and NEXUS Europe (Irl. Ltd.)) and IFAD. By the end of the infrastructure and training set of activities, project representatives will be incorporated and other key stakeholders selected by their constituencies. By the third year of the programme, the steering committee will take on its final form, based on the mid-term review and designed to sustain it into the future. IDRC will enter into memoranda of understanding, acceptable to the Fund, with the other implementing agencies, specifying the activities to be undertaken by each of them and defining the implementation modalities and financing arrangements agreed by IDRC.

18. A **consultative committee** will be formed after the first workshop at the end of phase I, comprising projects, research and support institutions, and others whose input is deemed useful.

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<sup>1</sup> See Appendix I for other potential partners



19. Coordination for the first phase will be provided by NEXUS under the supervision of IDRC. Thereafter, a suitably qualified full-time programme coordinator and administrative assistant will be employed and based in the region. The clear aim is to devolve the network to project level to the extent possible during the three-year period; and suitable arrangements will be put in place to ensure its continuance, including the remaining centralized functions, by the end of the programme.

20. Evaluation will be undertaken as follows: an initial report will be prepared after six months and a final report just before completion. Both reports will focus on three areas:

- (a) impact on the projects and their objectives;
- (b) effectiveness of programme management; and
- (c) progress towards sustainability.

21. The methodology will be developed, including both quantitative and qualitative criteria, in agreement with IFAD, and its execution will be supported by the coordinator. Specific recommendations will be developed regarding the future of the programme. Programme administration will provide twice-yearly progress reports to IFAD in accordance with guidelines produced by the Fund. An annual audit will be conducted by external auditors.

#### **V. PROGRAMME COSTS AND FINANCING**

22. The total grant sought from IFAD is USD 750 000. Additional core-funding will be sought in phase I to develop the services and scope and, in phase II, to extend and deepen the programme's activities in concert with others. The table below outlines the indicative costs of the programme. Additional funds, if obtained, will be used to increase the number of partners, to engage in new activities, and to extend the reach of IFAD-ENRAP.

**Indicative Costs  
(USD)**

<b>Item</b>	<b>Phase I (six months)</b>	<b>Phase II (30 months)</b>	<b>Total</b>
<b>Management and Coordination</b>			
Manager (35% time @ USD 80 000/annum)	14 000	70 000	84 000
Administrator (phase I 60%; phase II 100%)	9 200	77 000	86 200
Office overheads	1 000	25 175	26 175
Administrative expenses	1 600	31 250	32 850
Coordination travel and subsistence	8 000	15 000	23 000
Steering committee meetings	6 000	18 000	24 000
<b>Needs Assessment, Training and Support</b>			
Manager (65% time at USD 80 000/annum)	26 000	130 000	156 000
First workshop	31 000	-	31 000
Training workshops and materials	-	82 500	82 500
On-site support visits (travel and subsistence)	-	30 000	30 000
<b>Technical Aspects</b>			
Server/service development and support	-	75 000	75 000
On-line support (staff time)	-	16 000	16 000
Access equipment and software	-	15 000	15 000
<b>Other</b>			
Audit	2 500	5 000	7 500
Evaluation	-	18 000	18 000
Contingency (6%)	5 960	36 815	42 775
<b>Total</b>	<b>105 260</b>	<b>644 740</b>	<b>750 000</b>



**THE CENTRE ON INTEGRATED RURAL DEVELOPMENT FOR ASIA AND PACIFIC (CIRDAP):  
PARTICIPATORY PROCESSES: LEARNING FROM NGO EXPERIENCES IN ASIA AND THE  
PACIFIC**

**I. BACKGROUND**

1. Over the last several years, recognition has considerably expanded within IFAD on the need for increasing the participation of civil society in general, and of target beneficiary groups in particular, in the entire project development and implementation cycle. Participation, or the active involvement of stakeholders and beneficiaries, has always been an essential strategy for the success of IFAD's poverty-alleviation projects. This principle is re-emphasized in the first strategic thrust of IFAD's corporate strategy. For 1998, the two most important corporate scorecard objectives defining IFAD's work programme involve: emphasis on beneficiary-driven projects, and development of systems for periodic impact assessments.

2. IFAD has various initiatives to promote and further participatory processes within the organization and its projects and programmes. For example, in the 1998 work programme of the Asia and the Pacific Division of IFAD, there is a specific mention that participatory rural appraisal (PRA) tools and survey methods such as the socioeconomic and production system survey are required at the project design stage. National workshops involving a multi-stakeholder group are also to be organized, similar to that in The Philippines for a project formulation process in early 1997, involving NGOs, people's organizations, government and IFAD.

**II. RATIONALE**

3. Even though participatory tools such as PRA abound, a critical question remains: are there other methods and innovations on participatory processes that are emerging which could expand the knowledge and information base within IFAD as it seeks to strengthen the ownership and role of beneficiaries in the project? Likewise, how can participatory approaches and methods be used to measure the impact of IFAD's programmes and projects?

4. The proposed programme expects to identify, document and analyse best practices deriving from civil-society organizations regarding the tools, methods and approaches to participation that can be adapted within the project development and implementation process of IFAD's Asia and the Pacific Division. Participatory approaches are a particular niche of many NGOs with their long track record of following various approaches in working with beneficiary groups, especially in identifying and analysing local problems and issues, problem-solving and even monitoring and evaluation (M&E). Many NGOs have developed a strong sense of ownership of projects and processes among beneficiary groups. To some extent, IFAD has tapped this knowledge and information and can learn and develop much more for further application in its project cycle.

5. Under the broad coordination of CIRDAP, the programme expects to learn from a wide range of expertise and skills in participatory approaches through a network of NGOs in the Asia region. The network will document the best practices on participatory approaches from experience in the Asia and Pacific region. The Asian NGO Coalition for Agrarian Reform and Rural Development (ANGOC), which has a membership of NGOs and institutions from ten countries in South and



Southeast Asia, will be the lead NGO partner in this programme. Its membership includes, among others, the Southeast Asian Rural Social Leadership Institute (SEARSOLIN) in The Philippines and the Mysore Rural Development Authority (MYRADA) in India, both of which have been in the forefront of training and practice of participatory tools, methods and approaches. ANGOC is the Asian focal point for IFAD's knowledge network on land reform and is actively involved in the Popular Coalition to Eradicate Hunger and Poverty. The ANGOC network has extensive experience, covering nearly two decades, in the promotion of programmes on people's participation within the context of government-NGO collaboration on agrarian reform and rural development.<sup>2</sup>

6. Over a period of two years, the knowledge gained and lessons learned from the programme will build up the level of awareness, skills and knowledge among staff of IFAD-funded projects in the Asia and Pacific region with regard to participatory processes during the entire project cycle.

### III. THE PROPOSED PROGRAMME

7. The programme has the following objectives:

- (a) to build stronger awareness, knowledge and capacities within the Asia region of participatory tools, methods and approaches to ensure wider participation of its various stakeholders, particularly IFAD beneficiary groups, in the project cycle; and
- (b) to adopt participatory tools, methods and approaches at different phases of the project cycle, including M&E, from the best practices of civil-society organizations in the region.

8. The programme consists of the following components:

9. **Review of Participatory Processes within IFAD Projects and Documentation of NGO Best Practices.** The first task of the programme will be to review participatory processes and approaches in current and past IFAD projects in countries of Asia and the Pacific, focusing on country strategic opportunities development, project formulation, appraisal, implementation, and M&E at different stages of the projects. This will provide an overview of the various ways by which projects have used participatory approaches, that may serve as a common tool for future projects. It would be instructive, for example, to review the level of involvement of civil-society groups and organizations in project identification, which may be different in countries with an emerging civil society, compared with countries with an established and dynamic civil society. Methods for involving civil-society organizations will therefore vary. This compilation will provide a basis for suggesting which approaches may apply for future projects, given particular contexts, and which factors should be considered to allow for maximum participation.

10. ANGOC will identify current best practices by NGOs in the region, particularly on M&E and impact measurement. The recent work of CIRDAP on developing participatory and remote sensing tools will be carefully reviewed in this context. Through its network, ANGOC will identify particularly innovative and cutting-edge methods to involve beneficiary groups, such as social auditing tools for evaluation. While PRA, rapid rural appraisal (RRA) and other such methods are well known to IFAD, NGOs are constantly developing and using participatory learning and action tools which could assist IFAD in improving project delivery and effectiveness. ANGOC members will be responsible for documenting these best practices, including sensitivity to local indigenous

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<sup>2</sup> See Appendix II for summary background information on CIRDAP, ANGOC, MYRADA and SEARSOLIN





participatory mechanisms and processes in favour of external models. During the course of the exercise, steps will be taken to ensure that participatory tools are sensitive to gender and to the diverse requirements of men and women in rural households.

11. **Testing of Special Participatory Interventions and Sharing of Findings and Results.** At different stages of the project development and implementation cycle, specific interventions and approaches — drawing from the experience and best practices of NGOs with strong potential for replication for the region — will be tried and tested. These trials are expected to be undertaken in China, India, The Philippines and Viet Nam. These countries are suggested as they represent, on the one hand, the presence of an active civil society with thousands of NGOs and people's organizations; and, on the other hand, countries in transition with an emerging civil society. The results of these interventions will be documented for dissemination to IFAD staff in Rome and project management staff in the field.

12. At the end of the programme, a workshop will be organized at IFAD headquarters to share the results of the interventions and tools that have been tested. Recommendations on participatory approaches for the entire project development and implementation cycle will be presented.

13. In summary, by the end of the programme, it is expected that the following will have been accomplished:

- (a) the Asia and Pacific region's past and current experience in involving civil-society/beneficiary groups at different phases of the project cycle will have been documented;
- (b) best practices of participatory processes by NGOs in the Asia and Pacific region, which can build the knowledge and information base on participation for IFAD, will have been identified, compiled and transferred to the Evaluation Knowledge System (EKSYST) and other relevant on-line databases and knowledge networks promoted by IFAD;
- (c) tools, methods and interventions for the various stages of the project cycle will have been developed, selected and tested, based on documentation of best practices;
- (d) the level of knowledge and awareness of participatory tools and approaches of key IFAD staff will have increased; and
- (e) institutions for poverty-related training and other forms of collaboration will have been identified.

#### IV. IMPLEMENTATION ARRANGEMENTS

14. The programme of work will be supervised by CIRDAP and implemented through ANGOC and its members. ANGOC, with its partners, will be responsible for drawing up the framework and criteria for identifying NGO best practices; and for finalizing the selection of regional NGOs to manage the programme of work, which is expected to be divided on a subregional basis (East Asia and South Asia). Monitoring of the programme will be the joint responsibility of CIRDAP and ANGOC, with the participation of IFAD staff concerned with projects in the selected countries — provisionally China, India, The Philippines and Viet Nam. A steering committee will be established, comprising representatives of CIRDAP, ANGOC, other designated NGO programme partners, and IFAD. The steering committee will meet twice yearly to review semi-annual plans of work and



budget and semi-annual reports. CIRDAP will enter into memoranda of understanding (MOUs), acceptable to the Fund, with ANGO and other NGOs and implementing agencies. These MOUs will specify the activities to be undertaken by each of them and define the implementation modalities and financing arrangements agreed by CIRDAP.

#### V. PROGRAMME COSTS AND FINANCING

15. The total cost of the programme is estimated at USD 380 000 over two years. In-kind contributions from CIRDAP, ANGO and its members will include 24 months of senior staff member time, other staff time and use of office facilities — or around USD 60 000. IFAD's contribution will amount to USD 320 000.

#### Estimated Costs (USD)

Expenditure	Year 1	Year 2	Total
Review of IFAD's participatory tool	10 000	-	10 000
Documentation of best practices	30 000	-	30 000
Regional (four countries) testing	30 000	30 000	60 000
Regional coordination/travel	60 000	60 000	120 000
Regional meetings/monitoring	20 000	20 000	40 000
Communications	10 000	10 000	20 000
Report	-	10 000	10 000
Workshop in Rome	-	30 000	30 000
<b>Total</b>	<b>160 000</b>	<b>160 000</b>	<b>320 000</b>



**IFAD-ENRAP**  
**DESCRIPTION OF DESIGNATED IMPLEMENTING AGENCIES AND POTENTIAL PARTNERS**

1. **IDRC will be** the lead implementing agency. Funded by the Canadian Government, though with autonomy of action, IRDC has established itself as a leading international organization in initiating information and communication-related activities. The projects it supports include Uganisha, Pan Asia Network, ACACIA, Bellanet, and numerous others. It adopts a pro-active approach to international networking, and actively explores avenues of cooperation/coordination with other international bodies and the United Nations (UN) system.
2. **NEXUS Europe (Irl. Ltd)** will lead initial programme design and coordinate phase I. NEXUS is a non-profit-making research organization, registered in Ireland as a company limited by guarantee. Its 12 research staff are engaged in a wide range of development-oriented projects. As a matter of policy, assignments range from local-level development work with individual disadvantaged groups, to leading large international consortia on evaluation and policy studies for the European Union (EU) and other international organizations. NEXUS' sole source of income is commercial research assignments, and any surplus is directed towards empowering initiatives in the form of technical support and small financial assistance grants.
3. **Media and communications** comprise a central area of expertise. NEXUS has undertaken numerous studies on behalf of the EU on the impact of the information society and of telecommunications investment. It works closely with the International Telecommunications Union in Geneva on NGO-related matters and has undertaken many projects on community radio, Internet and video use for its clients. It also helped the South African Government develop its telecommunication policy. NEXUS provides financial support to the Community Media Network in Ireland and a secretariat for the MacBride Round Table on Global Communications, and works closely with international NGOs on media issues.
4. Other implementing agencies and partners will be selected from the following candidates, and possibly others.
5. **Uganisha** was instituted by the IDRC specifically to facilitate and support Internet connectivity among IDRC-supported offices throughout the world. It has extensive experience in most countries of Asia, working directly with projects, local Internet service providers and others. Its activities extend into support, training and other activities at local level.
6. The **Don Snowden Programme for Development Communication** is based at the Department of Rural Extension Studies, University of Guelph, Canada. It works closely with FAO on its media and networking strategies and action, and has developed and implemented participatory methodologies for using the Internet in rural development projects, most recently in Egypt and The Philippines.
7. The **Development Communication Group (DCG)** is based at Ryerson Polytechnic University in Toronto, Canada. It promoted the participatory communication approach in television, video, radio and Internet, and has worked on workshops and seminars, publications and website development in Africa and on a Canadian International Development Agency (CIDA)-supported project in Brazil engaged in linking rural development initiatives.



8. **Pan Asia Networking** is supported by IDRC and brings together a wide range of research and support partners to further electronic networking in the Asia region. Its offices are based in Singapore. Through its grant scheme, it finances access and information development projects in many Asian countries.

9. **Bellanet** was set up in August 1995 as a five-year pilot project to broaden collaboration within the development community around the use of information and communication technologies, especially networking. Its funding members include IDRC, the Rockefeller and MacArthur Foundations, Swedish International Development Agency (SIDA)/Swedish Agency for Research Cooperation with Developing Countries (SAREC), UNDP, The Netherlands Directorate for International Cooperation and CIDA. It is based in Ottawa, Canada, but works extensively in Africa and in other regions. The December 1997 mid-term review of Bellanet gave a positive assessment of its impact to date.

10. **Association for Progressive Communication** is a pioneer in Internet networking, with over 15 years' experience of working with NGOs and development agents. It is a network of Internet service providers spanning the globe, with 16 members, over 40 partners and innumerable associates. Its aim is to bring low-cost Internet use everywhere, accompanied by a full range of services. Its international secretariats are in Rio de Janeiro, Brazil, and San Francisco, United States.

11. **The Asia-Pacific Development Information Programme (APDIP)**, which recently moved from New York to its new base at the UNDP office in Kuala Lumpur, Malaysia, was set up in 1996 on the initiative of the UNDP and other partners. Its objectives are to harness information and communication technology for development in the region, and support the emergence of networking on development issues at all levels.



**PARTICIPATORY PROCESSES**  
**BRIEF PROFILES OF IMPLEMENTING ORGANIZATIONS AND POTENTIAL PARTNERS**

**Centre on Integrated Rural Development for Asia and Pacific (CIRDAP)**

1. CIRDAP is a regional intergovernmental body with 11 member countries from the Asia region. It strives to assist and promote regional cooperation on rural development for the purpose of improving the production, incomes and living conditions of small-scale farmers and other poor rural groups. CIRDAP's current research studies cover such areas as rural credit, rural industries, M&E of rural development programmes, monitoring the impact of macroeconomic and structural adjustment policies on poverty, agricultural delivery systems for small farmers, and land tenure concerns. In recent years, particular areas of focus have been: participatory approaches to employment-generation; credit; provision of infrastructure; and local resource mobilization. CIRDAP is located in Dhaka, Bangladesh.

**Asian NGO Coalition for Agrarian Reform and Rural Development (ANGOC)**

2. ANGOC is a regional NGO association of 24 national and regional NGO networks from 10 Asian countries actively engaged in food security, agrarian reform, sustainable agriculture and rural development activities. Its member-networks have an effective reach of some 3 000 NGOs throughout the region.

3. ANGOC was founded in February 1979, following a two-year series of village and national-level consultations in seven Asian countries leading to the World Conference on Agrarian Reform and Rural Development (WCARRD) held in Rome in 1979. This initiative led to the preparation of a consolidated Asian NGO report to WCARRD entitled "Development of the People, for the People, by the People".

4. Over the past 17 years, the ANGOC network has been actively engaged in joint field programmes and policy debates with national governments, multilateral institutions, and international financial institutions. It has provided the broader platform for NGO positions and action in the region, extending beyond its own membership constituency. It actively promotes activities to strengthen civil society, and participation of NGOs/people's organizations in government/intergovernmental mechanisms and programmes in different countries of the region. ANGOC is located in Quezon City, The Philippines.

**Mysore Rural Development Authority (MYRADA)**

5. MYRADA is a rural self-help support group which serves to assist rural poor groups in building local self-help institutions. It was formed in 1969 as a result of voluntary efforts to rehabilitate Tibetan refugees in India. Through community organization and development of manpower skills, it succeeded in resettling more than 20 000 Tibetans in 1978.

6. Over the years, MYRADA has expanded its operations to more than 1 000 villages, covering large acres of wasteland in different locations of the country, for the resettlement of landless people, released bonded labourers and repatriates from Sri Lanka. As a self-help group, MYRADA concentrates on developing awareness and management skills and on consolidating the power of self-



help groups to influence government policy decisions. At the same time, it has developed an infrastructure of technical services to support the income-generating programmes of local self-help groups.

7. MYRADA has already developed several hundred self-help groups. Its efforts focus on non-formal education; participatory approaches and methods; and human resource development for self-help groups to be able to manage their own development projects leading to savings, credit and inter-linkage with other self-help groups. MYRADA is located in Bangalore, India.

**South East Asian Rural Social Leadership Institute (SEARSOLIN)**

8. SEARSOLIN is a regional training institute engaged in developing Asian social development leaders and practitioners. It annually conducts a six-month study programme in diverse fields of: development values and skills; sustainable agriculture; cooperatives; microfinance; microenterprise; participatory approaches in development; M&E; and development action planning. Since starting activities in 1964, SEARSOLIN has trained more than 1 500 rural leaders from 30 nations in Africa and Asia and the Pacific.

9. SEARSOLIN has contributed to developing and promoting the community information and planning system as a participatory tool for community planning and education in over 30 different communities in The Philippines.

10. During the period 1993-95, SEARSOLIN collaborated with Clark University's international development department in producing a manual on socioeconomic and gender analysis. The manual incorporated a model for reviewing the different dynamics involved in programmes for the empowerment of the poor, and developed different PRA tools to enable the partners to be involved more intensively in all steps of the project cycle. SEARSOLIN is located in Cagayan de Oro City, The Philippines.