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REPORT AND RECOMMENDATION OF THE PRESIDENT

TO THE EXECUTIVE BOARD ON A PROPOSED

TECHNICAL ASSISTANCE GRANT

TO

**THE FOUNDATION FOR TRAINING AND APPLIED RESEARCH IN AGRARIAN
REFORM (CIARA)**

FOR

THE REGIONAL TRAINING PROGRAMME IN RURAL DEVELOPMENT - PHASE II



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ABBREVIATIONS AND ACRONYMS

CAF	Andean Development Corporation
CIARA	Foundation for Training and Applied Research in Agrarian Reform
FIDAMERICA	An Internet-based system of information exchange for IFAD programmes throughout Latin America
GTZ	German Agency for Technical Cooperation
IICA	Inter-American Institute for Cooperation in Agriculture
MAC	Ministerio de Agricultura y Cría (Ministry of Agriculture and Livestock)
NGO	Non-Governmental Organization
PREVAL	Latin American Programme for Evaluation of Rural Development Projects
PROCASUR	Southern Cone Training Programme in Rural Development
RCU	Regional Coordination Unit
RTEF	Regional Training Endowment Fund
RUTA	Regional Unit of Technical Assistance
TAG	Technical Assistance Grant



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REGIONAL TRAINING PROGRAMME IN RURAL DEVELOPMENT - PHASE II**

I submit the following Report and Recommendation on a proposed technical assistance grant (TAG) to the Foundation for Training and Applied Research in Agrarian Reform (CIARA) to support the Regional Training Programme in Rural Development - Phase II, in the amount of USD 800 000 for a three-year period.

PART I - BACKGROUND

1. A previous technical assistance grant of USD 1.2 million to the CIARA Foundation for the Regional and National Training Programme in Rural Development was approved by IFAD in December 1991. The Venezuelan Ministry of Agriculture and Livestock (MAC) contributed another USD 1.7 million to the programme, for a total cost of USD 2.9 million. The purpose of the programme was to encourage the exchange of knowledge and training material between institutions involved in rural development, in order to improve institutional capacities to respond to the needs of the rural poor. While the primary beneficiaries of the programme's training activities were the staff of IFAD-supported projects, a second stream of activities were designed to address rural leaders. The programme area included six countries, namely Brazil, Colombia, Cuba, the Dominican Republic, Ecuador and Venezuela.
2. An evaluation of the programme, which effectively started in 1994, was carried out in 1997. The programme generated and supported a regional training network of about 60 public and private institutions and organizations, and implemented numerous events (seminars, workshops, courses) in each participating country. Quantitative targets in terms of institutions, events and beneficiaries were exceeded and average cost of events lower than estimated. In the meantime, the volume of IFAD projects in most of these countries increased and the programme supported the design and the start-up of new operations as well as the training needs of ongoing projects and exchange of experiences among projects. Furthermore, it was associated with the preparation of case studies in the frame of IFAD initiatives related to cassava research and development. The programme has published a significant number of books, working documents and a periodical, the Latin-American Rural Development Review.
3. The training demand, originated not only in IFAD projects but also in the numerous participating institutions, caused a change from original focus on project management to a broader range of thematic areas responsive to the new course of rural development policies in the region. This, however, generated an unexpected dispersion and a lack of articulation among training events.
4. The CIARA Foundation has provided an adequate institutional framework to the programme and the Regional Coordination Unit (RCU) has satisfactorily supported the national networks, facilitated exchange of experiences among countries, assigned resources opportunely and controlled their use, and encouraged collaboration with other IFAD regional programmes (the Regional Unit of



Technical Assistance (RUTA); the Southern Cone Training Programme in Rural Development (PROCASUR); FIDAMERICA - an Internet based system of information exchange for IFAD programmes throughout Latin America; and the Latin American Programme in Rural Development Projects (PREVAL)). However, lack of systematic monitoring and evaluation work constitutes a major weakness of the programme. The Inter-American Institute for Cooperation in Agriculture (IICA) co-operated through its professional staff and administrative facilities in the implementation of the programme in the various countries. The Andean Development Corporation (CAF) assumed its participation costs as cooperating institution.

PART II - RATIONALE AND RELEVANCE

5. Governments in the region are promoting rural development policies giving a major role to local public sector entities, rural municipalities, etc., and incorporating the strong presence of the private sector, including service enterprises, non-governmental organizations, farmers' organizations. These new institutional modalities require the modification of training models and implementation, providing a focus which helps develop a private market of services; provision of training which strengthens the capacity for decision-making at local level; the development of new training strategies based on private sector implementation and cofinancing by trainees; the development of long-distance training to address the problem of geographical dispersity of the trainees; strong monitoring and support mechanisms; and mechanisms for developing a multiplier effect for the training. The existence of the regional network and its national member networks is already an important factor in the region's rural development process. Evaluations of these efforts have pointed out the need to continue support to regional training for rural development and consolidate the gains achieved thus far, overcoming some critical limitations that affected the programme's first phase.

PART III - THE PROPOSED PROGRAMME

6. The goals of this second-phase programme are to give continuity to and improve training services in rural development through the regional and national training networks set up during the first phase, and, further, generate conditions to ensure the sustainability of the programme training processes. Changes with regard to the first phase are the following: (i) training will also be provided to agents from public and private development institutions and organizations and rural service enterprises in IFAD projects areas; (ii) training programmes will be established on the basis of beneficiaries' demand; however, efforts will be made to concentrate on strategic issues for rural development and to combat poverty; and (iii) a training programmatic approach will be considered for each strategic theme in order to give the required continuity for delivering an integral training package to the beneficiaries. Other features of the programme are the strengthening and sustainability of the CIARA-led network, the wider use of Internet facilities for communication, the improvement of monitoring and evaluation mechanisms and the extension of first phase geographical coverage (Brazil, Colombia, Cuba, the Dominican Republic and Venezuela) to Haiti and provision of training and assistance services to IFAD projects in Portuguese- and Spanish-speaking countries in Africa.

7. The main direct beneficiaries of the programme will be field staff of IFAD's projects and public and private sector organizations in areas of IFAD's projects or linked to rural development operations financed by other donors such as the European Union and the German Agency for Technical Cooperation (GTZ).



8. The proposed programme will have three main components:
- (i) **Training activities.** These include workshops, seminars, short courses, giving priority to strategic themes. Based on the experience of the first phase, focus will be on the following thematic aspects: rural development project management; design and management of rural microenterprises; globalization and market liberalization; environmental sustainability; civil participation and decentralisation, incorporating gender dimension in organization and social process management;
 - (ii) **Complementary Activities**
 - **Publications and strengthening of training services regional market:** (i) development of an information system on Training Services Regional Market through the organization of data bank on training demand, suppliers of training material and a roster of experts in rural development training and the electronic diffusion of this information via Internet; in collaboration with FIDAMERICA; (ii) systematization of experiences and the generation and dissemination of knowledge through the elaboration of written and video material. Continuity will be given to periodic publications, such as the Latin-American Rural Development Review, the IFAD-CIARA Information Bulletin.
 - **Programme monitoring and evaluation:** improvement of monitoring and evaluation capabilities through the development of a pilot system of impact evaluation of the training activities. The methodology includes definition of the work activities of the field staff and their evaluation, which would be carried out by the peasants in order to validate the methodologies to be included in the training plans, along with a cofinanced service of monitoring and impact evaluation. This activity will be complemented by joint activities with PREVAL, organizing local and/or regional events, and exchanges of specialists and publications.
 - **Exchange meetings:** an annual Technical Cooperation and Exchange of Experiences Meeting will be held jointly with the PROCASUR, FIDAMERICA and RUTA regional programmes. The purpose will be to coordinate activities, exchange information and methods, and eventually to co-implement activities throughout Latin America for IFAD project staff and peasant leaders.
 - (iii) **Institutional, technical, operational and administrative strengthening of the CIARA-led network:** (i) consultancies to improve the capacity of professional teams associated directly or through national networks to the programme, in particular for new areas to be incorporated in this second phase and upgrading of the existing data bank; (ii) legal assistance and studies to define the possible status for a regional/national entity able to receive and administer resources from various origins to carry out training activities on a sustainable basis; (iii) design of mechanisms to ensure sustainability of the CIARA-led network, such as sale of consultancy services and publications, and establishment of an endowment fund to receive the proceeds of sales and additional resources; and (iv) promotion and fund-raising activities for the sale of services and mobilization of additional resources.



PART IV - IMPLEMENTATION ARRANGEMENTS

9. The programme will modify its organization and management structure, in response to second-phase orientations to institutionalize the networks and give more autonomy to the programme, both managerially and financially, from CIARA, while at the same time reinforcing links with other CIARA activities. Any eventual future substitution of the Regional Coordinator of the programme will follow competitive selection procedures. The Executing Coordinating Committee, established during the first phase will continue operating under the same guidelines and rules. All participating institutions, donors and recipients, are represented; it meets yearly to discuss the annual report of activities presented by the networks and review the proposed annual plan and budget before its approval.

10. Studies and consultancies needed to assist the programme in converting the networks into legally recognized institutions will be carried out during the first year simultaneously with the design of sustainability mechanisms, including a Regional Training Endowment Fund (RTEF). The RTEF will allow to: (i) maintain a permanent and basic level of training activities; (ii) increase the institutional visibility and management autonomy of the programme; and (iii) strengthen a perspective of regional cooperation with multiple players. It will be established with initial contributions from IFAD, CIARA and participating organizations, providing or requesting training services, in the form of donation or trust fund. It will receive revenues from provision of training and consultancy services, sale of publications, and returns on asset investments. It is expected that, as a result of promotion activities, other national, regional or international organizations will also make direct contributions.

11. **Reports, institutional review and evaluation, audit.** The programme will present mid-year and annual progress reports. During implementation, IFAD will carry out an institutional review mission and an evaluation mission. The former will take place one year after the start of the programme to review proposals for the new institutional setting of the CIARA-led networks and implementation of the sustainability mechanisms; it will also assess progress and preliminary results of new orientations introduced in the second phase and propose adjustments to the institutional and financial sustainability strategy. The latter will be carried out six months before the end of the programme to evaluate the results obtained and make recommendations for the future. An annual independent external audit will be carried out to review and approve CIARA's financial management of programme funds.

PART V - PROGRAMME COSTS AND FINANCING

12. The total cost of the programme over a three-year period is estimated at USD 4.4 million. It will be financed by IFAD with a grant of USD 800 000 (18.2%), the Government of Venezuela through MAC and CIARA with an allocation of US 1 470 000 (33.4%), and CAF with a Technical Cooperation of USD 200 000. It is estimated that IFAD projects will mobilize part of their resources for training activities (USD 400 000) and their participating institutions and beneficiaries will also contribute in the sum of USD 330 000. Additional funds for sustainability will be raised from private and international sources of financing (USD 1 200 000).



PART VI - RECOMMENDATION

13. I recommend that the Executive Board approve the proposed technical assistance grant in terms of the following resolution:

RESOLVED: that the Fund, in order to finance, in part, the Regional Training Programme in Rural Development - Phase II, for three years, commencing in July 1998, shall make a grant not exceeding eight hundred thousand United States dollars (USD 800 000) to the Foundation for Training and Applied Research in Agrarian Reform (CIARA) 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



**PROGRAMME COSTS AND FINANCING AND
ESTIMATED ALLOCATION OF IFAD GRANT**

COSTS AND FINANCING (USD)								
Component	IFAD	CIARA	CAF	Members and beneficiaries		IFAD Projects	Other	TOTAL
				Cash	In kind			
I. TRAINING ACTIVITIES								
Regional Training								
Workshops/Seminars	50 000	50 000		30 000		80 000		210 000
Courses CIARA	30 000	50 000		100 000		90 000		270 000
Tours	20 000			50 000		60 000		130 000
CCE Meetings	80 000				20 000			100 000
National Training								
Workshops/Seminars	30 000	10 000			30 000	60 000		130 000
Courses	30 000	10 000			30 000	60 000		130 000
II.COMPLEMENTARY ACTIVITIES								
Publications/Information	30 000	20 000			50 000	50 000		150 000
Monitoring	20 000	10 000	10 000					40 000
Exchange Meetings	20 000				20 000			40 000
III. INSTITUTIONAL STRENGTHENING								
Consultancy Services			190 000					190 000
Regional Staff								
Salaries staff		220 000						220 000
Salaries CIARA's experts		320 000						320 000
Operating costs	40 000	80 000						120 000
Equipment	50 000	50 000						100 000
Coordination travel costs	50 000							50 000
Sustainability mechanisms	300 000	600 000					1 200 000	2 100 000
IV. CONTINGENCIES	50 000	50 000						100 000
TOTAL	800 000	1 470 000	200 000	180 000	150 000	400 000	1 200 000	4 400 000



APPENDIX II

BENEFICIARIOS DEL PROGRAMA

1. Los beneficiarios finales del Programa son los campesinos pobres de los proyectos FIDA, así como de otras iniciativas de desarrollo en los países participantes. El número de los proyectos FIDA en los 6 países que conforman el área de la primera fase, se ha incrementado fuertemente en los últimos años, desde que fue diseñado el Programa: (de 3 en 1991 a 11 en 1997). La segunda fase atenderá también a los proyectos FIDA en Haití (2 en 1997) y en África lusófona e hispanohablante (8 en 1997). En total, hay 21 proyectos FIDA al inicio de la segunda fase en el área ampliada del programa.

PROYECTOS FIDA EN LOS PAISES DE LA PRIMERA FASE DEL PROGRAMA		
Países	Proyectos operativos en 1991	Proyectos operativos en 1997
Brasil	0	2
Colombia	0	1
Cuba	0	0
Rep.Dominicana	1	2
Ecuador	1	3
Venezuela	1	3
TOTAL	3	11

PROYECTOS FIDA EN LOS PAISES QUE SE INCORPORARAN EN LA SEGUNDA FASE DEL PROGRAMA	
Países	Proyectos Operativos en 1997
Haití	2
Angola	2
Cabo Verde	1
Guinea Ecuatorial	1
Mozambique	3
Sao Tomé & Príncipe	1
TOTAL	10



APPENDIX II

2. El personal técnico que trabaja en estos proyectos tiene a menudo necesidades metodológicas en diversos temas vinculados a la gestión de los proyectos y a las distintas dimensiones del desarrollo rural, que el Programa intentará atender mediante actividades de capacitación, tanto en forma directa al personal técnico y administrativo de los proyectos, como por otros medios, tales como publicación de libros, documentos y folletos, así como a través del uso de medios electrónicos.

3. Al mismo tiempo, los propios dirigentes de organizaciones de productores o comunidades campesinas tienen necesidades de capacitación que los propios proyectos no pueden brindar, y que pueden ser apoyadas por el Programa.



APPENDIX III

AREAS TEMATICAS RELEVANTES

1. El Programa tratará de responder con actividades de capacitación a las demandas que surjan de los proyectos FIDA e instituciones de desarrollo rural de los países participantes. De la experiencia de la Fase I destacan diversas áreas temáticas relevantes, a las cuales se dará especial énfasis en esta Fase II sin perjuicio de otras que puedan surgir durante la ejecución del mismo. Los eventos de capacitación, por tanto, deberán concentrarse en un determinado número de aspectos temáticos que cooperen efectivamente a un mejor desempeño de los proyectos.

AREA TEMATICA	GRUPO OBJETIVO
Gerencia de proyectos de desarrollo rural, considerando aspectos relativos a: procesos de aprendizaje y transferencia de tecnologías; gestión de nuevas estrategias de microcrédito, gerencia de la capacitación; vinculaciones interinstitucionales; gerencia de personal; entre otros.	Personal directivo de los proyectos e instituciones de desarrollo rural.
Diseño de proyectos y gerencia de microempresas rurales, tanto de producción primaria como de transformación y comercialización, considerando: elaboración de proyectos de factibilidad; procesos técnicos específicos y gerencia de microempresas; entre otros.	Personal técnico de los proyectos e instituciones. Formación de capacitadores para promover microempresas en los proyectos. Capacitación directa a dirigentes en los aspectos de motivación.
Globalización y apertura de los mercados, para conocer el marco de referencia del cambio de las economías nacionales y su inserción en la economía mundial, a objeto de adaptar los proyectos a responder a las nuevas demandas que surgen de este proceso, buscando convertir a los pobres del campo en sujetos productores competitivos, capaces de generar sus propios sistemas de financiamiento y vincularse con ventajas en los procesos de comercialización nacionales e internacionales.	Directores de proyectos y de instituciones de desarrollo rural; líderes de organizaciones sociales; directivos de organismos descentralizados del gobierno, etc.
Sostenibilidad ambiental, a objeto que los proyectos de desarrollo, así como las instituciones públicas y privadas, incorporen la dimensión de la sostenibilidad como un aspecto central a toda actividad del desarrollo.	Técnicos de proyectos e instituciones; líderes campesinos y de comunidades.
Participación ciudadana, descentralización y municipalización, con especial referencia a los grupos vulnerables, como mujeres, jóvenes e indígenas, incorporando la dimensión de género a la gestión de las organizaciones y procesos sociales.	Técnicos de proyectos e instituciones; líderes campesinos y de comunidades; directivos de organismos gubernamentales descentralizados y de gobiernos locales

2. La definición de las actividades de capacitación del Programa se basan en la experiencia de la primera fase, la cual puede resumirse en los siguientes puntos: (a) hay una contribución importante de parte de las instituciones beneficiarias, en particular de los proyectos FIDA, los que pueden cofinanciar diversos aspectos de los eventos, tales como aportes en especie: movilización de los participantes, materiales de capacitación, locales, personal de oficina y coordinación y ponentes o facilitadores; (b) así como contribuciones en dinero en efectivo.