



**IFAD**  
**INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT**

**Executive Board – Sixty-Ninth Session**

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**PROGRESS REPORT ON THE IFAD/NGO EXTENDED COOPERATION  
PROGRAMME (ECP)**

**I. BACKGROUND**

1. At its Thirty-First Session in September 1987, the Executive Board approved the establishment of the IFAD/Non-Governmental Organizations Extended Cooperation Programme (IFAD/NGO ECP). Conceived as a mechanism to provide direct grant assistance to NGOs, the programme aims to enhance, through broader collaboration with NGOs, the participatory process in IFAD's projects and programmes. Within that overall goal, ECP-supported activities focus primarily on three major areas:

- testing new technologies for application to the agro-ecological and socio-economic conditions of poor rural producers;
- testing new institutional approaches/mechanisms in various sectors and subsectors of interest to IFAD to ascertain their relevance, acceptability and sustainability; and
- training programmes for beneficiaries and extension personnel for improved resource management through the creation of more effective systems of organization based on viable grass-roots organizations, such as farmers' groups, water users' associations and other forms of grass-roots networks.

2. In all these areas, ECP projects are expected primarily to provide prototypes and instruments of intervention in connection with ongoing or forthcoming projects and to lay the groundwork for future IFAD investments.

3. The facility has also been used to fund the Annual IFAD/NGO Consultations and meetings of the IFAD/NGO Advisory Group, established in 1990 to facilitate the preparation of the Consultation by contributing, inter alia, to the choice of themes, the selection of participating NGOs, and the preparation of case studies and discussion and policy papers.

4. To be eligible for a grant, an NGO must provide evidence of its genuineness and capacity, and the government concerned should have no objection to the proposed grant being awarded to that particular NGO. The President has been authorized by the Executive Board to approve individual ECP grants to eligible NGOs up to a maximum of USD 75 000. The Executive Board also requested the President to present yearly reports on NGO projects approved under the facility during the previous year.

5. Over the period 1978-99, 3.0% of IFAD's total technical assistance grants programme resources went to ECP grants. Over the years, there has been a steady increase in the size of the ECP – from USD 330 000 in 1988 to USD 2 165 500 in 1999.

6. The effectiveness of the programme has been subject to periodic internal reviews. Since 1998, however, more systematic exercises have been carried out to assess both the achievements and the shortcomings of the programme and to identify the policy, operational and procedural issues that need to be addressed to enhance its role in the context of IFAD's evolving strategic objectives and directions.

7. The report of an internal audit of the ECP was submitted to IFAD management in 1999. Subsequently, an interdepartmental group set up to review the programme's operational procedures with a view to revising them in line with the recommendations of the audit report, submitted its proposals to management in July 1999.

8. Finalization of the revised operational procedures will take account of the findings and recommendations of a desk assessment of a representative sample of ECP grants, undertaken by IFAD's Office of Evaluation and Studies, as recommended in the report of the ECP internal audit. That assessment was completed recently and is presently being reviewed in-house.

9. The major areas addressed by the above-mentioned exercises were:

- (i) the scope, objectives and strategic directions of the programme as a whole;
- (ii) appropriateness of the individual grant ceiling;
- (iii) NGO eligibility criteria;
- (iv) operational procedures for project design, implementation and supervision;
- (v) modalities for enforcement of NGO compliance with legal grant agreements;
- (vi) mechanisms for ensuring adequate feedback and communication between IFAD and its NGO partners;
- (vii) reporting requirements;
- (viii) methodologies for systematic collection of lessons learned and their conversion into meaningful knowledge; and
- (ix) potential of ECP as an instrument for IFAD as a knowledge institution.

10. While recognizing the programme's relevance to the Fund's institutional and regional priorities and strategies, it should be borne in mind that it is only one mechanism of IFAD collaboration with NGOs. Most of IFAD's NGO partners are directly involved in projects supported by the Fund's loans. Indeed, of the 486 NGOs that have collaborated with IFAD to date, only 175 have received ECP grants. Moreover, collaboration between IFAD and NGOs should be considered within the wider context of the Fund's partnerships with civil society, the boundaries and requirements of which have been expanded considerably during recent years. It would be opportune, therefore, to consider the articulation of a comprehensive policy and strategy for IFAD's collaboration with NGOs and civil-society organizations. In fact, the need to do so has been identified as a critical issue by all the above-mentioned reviews. Such a strategy would also help maximize future benefits from ECP.

## II. NGO/ECP ACTIVITIES IN 1999

11. Apart from one grant to finance NGO participation at a meeting of the IFAD/NGO Advisory Group, in 1999, 30 ECP grants were approved for a total USD 2 165 500, a 57% increase compared with 1998. That increase was not, however, due to a larger ECP budget allocation in 1999 but to greater commitment of allocated funds. NGOs themselves contributed, in cash or kind, an additional amount of USD 220 000. The average size of ECP grants in 1999 was USD 69 000, and 73% of all ECP grants went to Southern NGOs. Apart from NGOs, the ECP projects in 1999 involved collaboration with diverse organizations such as the Institute for Co-operation and Self Development (ICADE), the Southern Africa Root Crops Research Network, the Municipality of Rome, the International Centre for Research in Agroforestry (ICRAF), the German Agency for Technical Cooperation (GTZ), the Ford Foundation, and the Global Mechanism of the United Nations Convention to Combat Desertification (CCD).

12. Of the activities financed under the ECP in 1999, 71% focused primarily on enhancing the knowledge and organizational capacity of beneficiaries and their groups; 58% on testing new institutional approaches; 30% on enhancing participatory community development planning and implementation; and 29% on testing and disseminating appropriate technologies. The major sectors addressed by such activities are microenterprise development; rural financial services; commercialization; market linkages; and agricultural production. Seven grants were dedicated to direct support of the CCD, and several other grants addressed gender issues. Summaries of all grants are given below, while further details on each grant are provided in the annex.

13. No IFAD/NGO Consultation was held in 1999. On the recommendation of the IFAD/NGO Advisory Group, the management of IFAD decided to hold the tenth such Consultation after an 18-month interval so as to allow time for a more systematic and in-depth preparation on issues regarding its theme: "IFAD/NGOs/Governments: Tripartite Partnerships for Poverty Alleviation and Food Security through Projects and Programmes".

### **Enhancing People's Participation**

14. Since its establishment, a major objective of the IFAD/NGO ECP has been to enhance the participatory approach in IFAD's projects so that they become more responsive to people's real needs, promote self-reliance, ensure the creation of permanent local capacity and provide for the sustainability of project activities. In line with these objectives, the Asian NGO Coalition for Agrarian Reform and Rural Development (ANGOC) received an ECP grant that enabled it to collect best practices for participatory development in project design, implementation and evaluation and produce a manual on participatory tools and approaches that could assist IFAD in mainstreaming and strengthening participation in its operations in Asia. The project builds upon a previous two-year technical assistance grant – "Participatory Processes: Learning from NGO Experiences in Asia" – initiated by the Asia Division.

15. In Madagascar, an ECP grant to Association Hevitra Maro/Kiomba (AHM/Kiomba) will be used to strengthen effective beneficiary participation in project design, implementation and monitoring and to address gender issues with a view to mainstreaming women's concerns within the context of the ongoing IFAD-financed Upper Mandrare Basin Development Project.

16. Promotion of poor people's participation in sound and sustainable resource management is one of the aims of the Pilot Participatory Rangelands Management Project in the Syrian Badia. With ECP support, the Co-operative for Assistance and Relief Everywhere (CARE) International will introduce

local Bedouin communities to methods for participatory resource assessment and management aimed at rangelands degradation control and sustainable management of resources. The pilot project will also capitalize on lessons learned during the early stages of implementation of the Badia Rangelands Development Project.

### **Capacity Building and Institutional Development**

17. A number of the grants provided in 1999 aimed at developing the institutional capacity of NGO partners and civil-society organizations to maximize both their responsiveness to the requirements of poor rural producers and their role in implementing current or future IFAD operations.

18. For example, a grant of USD 75 000 to the Uganda Women's Finance Trust (UWFT) will increase that organization's institutional capacity to deliver credit, mobilize savings and provide other financial services to its clients by means of appropriate and targeted training, better management of information systems and improved physical infrastructure. As a result, UWFT will be in a position to better and independently supervise savings and credit operations and to contribute to the implementation of financial services foreseen by IFAD in extending the coverage of the District Development Support Programme to include Kabarole District.

19. Institution building and support to agricultural production are the objectives of the North Central Agricultural Development Project to be implemented in Sierra Leone by the Adventist Development and Relief Agency (ADRA). Activities include: reorganization and development of grass-roots farmers' associations; training of members of farmer's associations; establishment of family food-security gardens; multiplication of seeds and planting material; and reintroduction of local livestock and poultry.

20. Participatory group development for the establishment of market linkages for farm produce is the primary objective of the Farmers' Organization Support Project in Côte d'Ivoire. Building on its experience in the Marketing and Local Initiatives Support Project in the Centre-North Region, *l'Institut africain pour le développement économique et social* (IFCI) (the African Institute for Economic and Social Development) will assist five-to-ten farmers' groups in Zanzan with a view to increasing their income through improved organization for, and knowledge about, agricultural produce marketing – primarily of food crops such as yams and cashew nuts which are becoming increasingly important as cash crops for the farmers in the region.

21. In the Republic of Moldova, a grant to the Moldovan Microfinance Alliance (MMA) will strengthen the capacity of savings and credit associations to reach the poorest rural communities by enhancing their monitoring, evaluation and savings mobilization abilities. In that way, the project will complement the Rural Finance and Small Enterprise Development Project which aims at facilitating the rural poor's participation in the commercialization of agricultural and rural development through the establishment of effective financial services.

22. In the Philippines, the Balay Mindanaw Foundation (BMFI) will pilot test a planning and evaluation framework to be used for building the capacity of local government units, NGOs and people's organizations. Capacity building will cover the whole continuum from data gathering, including gender-desaggregated data on households, to the establishment of a monitoring and evaluation (M&E) system for Barangay Development Planning. The findings of the ECP project will serve the implementation of the forthcoming Northern Mindanao Project for Coastal and Uplands Development.

23. In Armenia, an ECP grant to the Shen Union will be used to empower local NGOs to support grass-roots initiatives aimed at mitigating the social problems affecting isolated areas in Armenia following independence and the country's need to adapt to a market economy. After an initial survey of

NGOs and an assessment of their capacity, approximately ten will be selected for intensive training in small business management; modern financial and accounting practices; marketing; and legal issues. That training will go beyond classroom lessons to practical, hands-on activities. For that purpose, a small enterprise will be established as a basis for implementing the skills covered in the training programme. This model will serve for the design of similar future activities.

### **Knowledge and Organizational Empowerment**

24. As part of its strategy to support the knowledge empowerment of the rural poor, IFAD is increasingly engaged in providing support to networking and exchanges between those that have relevant knowledge and experience and others who need such knowledge and experience in order to confront similar issues and circumstances.

25. Many of the most marginalized and poorest people in Asia, among them a vast majority of indigenous people, live in the hills and mountainous areas of the region and have few livelihood alternatives other than shifting cultivation. The major objective of an ECP grant to the International Institute for Rural Reconstruction (IIRR) is to minimize the negative ecological effects of slash-and-burn agriculture by identifying and disseminating best practices to concerned communities. The results of the project will be used in IFAD-funded projects in Bhutan, Cambodia, north-east India, Indonesia, Laos, Nepal, The Philippines and Viet Nam.

26. Within the context of globalization and the State's diminishing role in the provision of goods and services, grants to the Association for Projects to Fight Hunger (*Associação para Projectos de Combate a Fome* (AGORA)) in Brazil and to the Rural Association for Mutual Assistance (*Associação Rural de Ajuda Mutua* (ORAM)) in Mozambique will provide IFAD with valuable knowledge on the impact that those processes have on smallholders in the two countries. The grant will also help identify strategies (including alternative technologies, institutional arrangements and public policies) that can both mitigate negative impacts and improve the integration of smallholders into the market, thus enabling them to take advantage of new opportunities. Most importantly, the grants will identify best practices and successful experiences for dissemination to development agencies, civil-society organizations and communities for replication and future investment.

27. ECP grants have been provided to promote the organizational empowerment of IFAD's target groups both through the creation of effective grass-roots institutions responsive and accountable to them and through specialized training and dissemination of information vital for the negotiation of requests.

28. A grant to MOVIMONDO in Mozambique, cofinanced by the Municipality of Rome, will focus on the creation and formal registration of local producers' associations for agricultural production and commercialization; establishment of linkages between such associations and rural markets; and strengthening of the negotiating skills of the associations vis-à-vis private traders. These objectives are very much in line with IFAD's strategy in the country, which recognizes that poverty alleviation, increased rural incomes and broad-based growth no longer depend on food crop production alone but, most importantly, on the ability of smallholder producers to better participate in the rapidly expanding market. This can be accomplished primarily through the strengthening of the organizational and operational capacities of local associations of farmers, traders and producers. The activities under the ECP project will also address critical issues and concerns of IFAD's PAMA Support Project and generate lessons and experiences for replication through that project.

29. Another ECP grant will build up the capacity of the Farmers' Development Commission (*Commission paysanne de développement du Cercle de Ségou* (FAYIDA TON)) – an association of

grass-roots organizations in Segou, Mali – by providing training to the leaders of the organizations, and advisory services and pertinent information that will enable them to negotiate their demands directly with state-level and other organizations and participate in policy debates.

### **Technology Assessment and Dissemination**

30. ECP grants have also been used to identify more systematic and effective means for the development and dissemination of agricultural technology responsive to the needs and demands of the rural poor. That is the objective of a grant to the Research and Development Institute of the University of Central America (NITLAPAN-UCA) in Nicaragua. The Institute will promote dialogue between the state and a number of institutions currently working in the field of agricultural technology (including NGOs) in order to harmonize their activities and render them more responsive to the needs of small producers. The results of the activities covered by the grant will be of direct relevance to the IFAD-cofinanced Project for the Capitalization of Small Farmers in the Tropisec Area of the Segovias – Region I (TROPISEC).

31. Given their adaptability to the agro-ecological conditions prevailing in drought-prone areas of Zimbabwe, increased production of root crops (cassava, pigeon pea and sweet potatoes) is a particularly appropriate strategy for ensuring household food security. Promotion of production (through the introduction of high-yielding varieties); processing (through the dissemination of small-scale processing techniques for use by rural women); marketing (through the identification of potential markets); and use of such crops, is the objective of an ECP grant to the African Reinsurance Corporation (AFRICARE). The project will be implemented within the Smallholder Dry Areas Resource Management Project, and its activities will both complement those of the larger project and be replicated under the South Eastern Dry Areas Project. Such activities will also complement the Government's efforts to enhance incomes and ensure household food security in the semi-arid regions of the country.

32. The Support Activities for Poor Producers in Nepal (SAPPROS) Foundation will conduct a study to gather and analyse past experience in rural development in Nepal, with particular attention to the Government's recent decentralization efforts. In particular, the study will identify the best way of disseminating agricultural technologies relevant to the needs of local farmers, how to build local ownership by the use of participatory methods and how to build local institutions, including institutions in community and leasehold forestry. The findings of the study will be useful for future investments in the hill and mountain districts of Nepal.

### **Gender**

33. The ECP has proved to be an effective instrument for financing pilot projects to address the specific needs of rural women. In the context of the IFAD/World Food Programme-supported Promotion of Technology Transfer Project to Peasant Communities in the Highlands in Peru, an ECP grant has been provided to the Peruvian Services Centre (*Central Peruana de Servicios* (CEPESER)) for the purpose of training women farmers in the district of Suyo. Training workshops will address women's skill development needs in terms of managing small credit, use of appropriate processing technologies and marketing.

34. In Egypt, a project cofinanced with Catholic Relief Services (CRS) will improve the access of poor rural women to financial services (savings and loans) and, in that way, enhance their economic activities, increase their family income and raise their social status. The project will establish a local umbrella community development association in the Governorate of Sohag to support institutional capacity building and provide technical support to ten small, local community development

associations. The associations will mobilize and organize their communities and implement a village banking credit programme for women.

35. In Niger, the Support to Women's Marketing Organizations Project, aims to strengthen women's grass-roots organizations dealing with the storage, processing and marketing of cereals. The activities to be carried out by Afrique Verte-Niger, the implementing NGO, focus on three main areas: training of women's groups; establishment of communications and exchange channels among such groups; and creation of a federation of women's organizations. These activities complement IFAD's millet and sorghum market-driven initiative in the country.

36. A grant to the Palestinian Agricultural Relief Committee (PARC) will be used to support the formal establishment of women's savings and credit cooperatives in Jericho and nearby villages. PARC will build upon its own experience in the implementation of IFAD's Gaza Strip and Jericho Relief and Development Programme and that of another ECP-supported project, Income-Generating Activities for Women.

### **Agricultural Production**

37. An ECP grant to ADRA will support the promotion of quinoa cultivation in Arkhangai, Mongolia. Project activities will focus primarily on the promotion of quinoa cultivation and consumption (also as fodder). This will be achieved through public education and assistance to local producers in processing seed for saponin removal.

### **Response to Post-Crisis Situations**

38. Addressing the pressing needs of poor people in the aftermath of natural disasters, has been the objective of two ECP grants. In Honduras, the Eastern Agricultural Services Regional Association (ARSAGRO) will use ECP grant funds to revive agricultural production and strengthen rural savings and loan organizations (CRACs) in 54 communities of nine municipalities in the Department of El Paraiso seriously affected by Hurricane Mitch. A major objective of the grant is to recapitalize the CRACs after peasant families, having lost their homes, crops and agricultural tools, have had to withdraw their savings for emergency and reconstruction needs. Similarly, in Nicaragua, a small ECP grant will be provided to the Human Promotion Institute (*Instituto de Promocion Humana* (INPHRU-SOMOTO)) to help poor rural families rebuild their homes in order for them to be able to recommence productive activities.

### **Support to the Implementation of the United Nations Convention to Combat Desertification (CCD)**

39. An ECP grant to the National Committee for the Protection of Flora and Fauna (*Comité Nacional por Defensa de la Fauna y Flora* (CODEFF)) will be used to strengthen the capacity of 30 rural communities in the Coquimbo Region of Chile, to formulate strategies to control desertification and design projects linked to the implementation of the National Action Plan formulated in response to CCD. Linkages will be established between the activities financed by the grant and the IFAD-supported Agricultural Development Project for Peasant Communities and Smallholders of the Fourth Region.

40. A cluster of six ECP grants has been provided to the Global Coordination Unit of the International NGO Network on Desertification (RIOD) and to five RIOD subregional focal institutions in West, East and Southern Africa, Latin America, North Africa and Asia for the Community Exchange and Training Programme. In line with IFAD's strategic objective to give resource users

direct access to information on activities that are feasible within their environment and with their own resources, the programme aims to mobilize and disseminate available traditional technology and knowledge on sustainable natural resource management in drought-prone areas through the organization of exchange visits between local communities, accompanied by appropriate training both of community members and of NGOs associated with this initiative. The dissemination of appropriate traditional technology and know-how and increased awareness of sustainability issues among participating communities will prepare the groundwork for future land and water conservation projects.



<b>REGION/COUNTRY/GRANT TITLE</b>	<b>USD</b>	<b>SDR</b>	<b>BENEFICIARY/ COUNTRY</b>
<b>AFRICA I</b>			
MALI: Strengthening the Capacity of FAYIDATON	75 000	54 977	Farmers' Development Commission (FAYIDATON)
SIERRA LEONE: North-central Agricultural Development Project	75 000	53 849	Adventist Development and Relief Agency (ADRA)
CÔTE D'IVOIRE: Farmers' Organization Support Project	75 000	54 785	African Institute for Economic and Social Development (IFCI)
NIGER: Support to Women's Marketing Organizations Project	75 000	54 519	Afrique Verte–Niger (AV-N)
<b>AFRICA II</b>			
MADAGASCAR: Strengthening Participation in Project Design , Implementation and Monitoring	75 000	54 575	Association Hevitra Maro/Kiomba (AHM/Kiomba)
UGANDA: District Development Support Programme	75 000	54 047	Uganda Women's Finance Trust (UWFT)
ZIMBABWE: Promotion of Food Security Opportunities Opposing Drought	75 000	54 837	African Reinsurance Corporation (AFRICARE)
MOZAMBIQUE: Support to the Development of Producer Associations	75 000	54 616	MOVIMONDO – Molisv
<b>ASIA</b>			
PHILIPPINES: Best Practices in Shifting Cultivation for Sustainability and Resource Cultivation in Asia	75 000	54 597	International Institute for Rural Reconstruction (IIRR)
MONGOLIA: Quinoa Small-Scale Production Project in Arkhangai Aimag	55 000	40 052	ADRA
NEPAL: Hill Options Study	75 000	54 651	Support Activities for Poor Producers in Nepal (SAPPROS) Foundation

<b>REGION/COUNTRY/GRANT TITLE</b>	<b>USD</b>	<b>SDR</b>	<b>BENEFICIARY/ COUNTRY</b>
PHILIPPINES: Northern Mindanao Project for Coastal and Uplands Development – Pilot Testing of a Planning and Evaluation Framework for the Development of Indigenous People and Fisherfolk Communities	75 000	54 616	Balay Mindanaw Foundation (BMFI)
PHILIPPINES: Best Practices in Participatory Processes in Project Design, Implementation and Evaluation	75 000	54 651	Asian NGO Coalition for Agrarian Reform and Rural Development (ANGOC)
<b>LATIN AMERICA AND THE CARIBBEAN</b>			
NICARAGUA: Agricultural Technology: Project for Research on, and Exchange and Dissemination of, Interventions and Policies	40 600	29 795	Research and Development Institute of Central America (NITLAPAN-UCA)
PERU: Promotion of Self-Managed Organizations for the Development of Women in the Suyo District, Ayavaca Province	75 000	54 994	Peruvian Services Centre (CEPESER )
HONDURAS: Productive Support Project for Poor Families Affected by Hurricane Mitch	75 000	54 733	Eastern Agricultural Services Regional Association (ARSAGRO)
NICARAGUA: Rural Housing Self-Help Reconstruction Project	34 900	25 334	Human Promotion Institute (Somoto) INPHRU-SOMOTO
CHILE: Capacity Building in the Formulation, Procedures and Implementation of Projects to Combat Desertification in 30 Rural Communities	75 000	54 902	National Committee for the Protection of Flora and Fauna (CODEFF )
<b>NEAR EAST AND NORTH AFRICA</b>			
SYRIA: Pilot Participatory Rangelands Management Project in the Syrian Badia	75 000	56 352	Assistance and Relief Everywhere (CARE) International
EGYPT: Sohag Rural Development Project	75 000	54 994	Catholic Relief Services (CRS)
GAZA AND THE WEST BANK: Introduction of Credit and Thrift Women's Cooperatives in Jericho	75 000	54 575	PARC

<b>REGION/COUNTRY/GRANT TITLE</b>	<b>USD</b>	<b>SDR</b>	<b>BENEFICIARY/ COUNTRY</b>
REPUBLIC OF MOLDOVA: Rural Finance and Small Enterprise Development Project	75 000	54 707	Moldovan Microfinance Alliance (MMA)
ARMENIA: North-West Agricultural Services Project	75 000	54 707	Shen Union
<b>ECONOMIC POLICY AND RESOURCE STRATEGY DEPARTMENT</b>			
A cluster of ECP Grants were provided to the Community Exchange and Training Programme in relation to IFAD's committed support for the CCD	450 000	310 006	The Global Coordination Unit for RIOD and five RIOD subregional focal institutions in West, East and Southern Africa, Latin America, North Africa and Asia
Advisory Group Meeting	20 000	14 908	28-29 June 1999
Additional support to project to prepare a three-year capacity-building programme to strengthen and improve sustainable networks in six developing countries of Southern Africa	5 000	3 646	Development Innovations and Networks (East and Southern Africa)
BRAZIL and MOZAMBIQUE: Organizational Strategies in Market Insertion for Poor Smallholders in Brazil and Mozambique within the Context of International Trade Liberalization	60 000	44 715	Association for Projects to Fight Hunger (AGORA) – Brazil; Rural Association for Mutual Assistance (ORAM) - Mozambique; Movimento Laici America Latina (MLAL) - Italy
<b>GRANT TOTAL</b>	<b>2 165 500</b>	<b>1 563 140</b>	

ANNEX

**Country and Grant Title and No.:** Uganda: District Development Support Programme (No. 140)

**IFAD Grant Amount:** USD 75 000

**Name of NGO(s)** UWFT

**Objectives and Activities:**

The aim of the proposed two-year NGO/ECP grant is to support UWFT to become a self-sustaining financial services institution, independent of external assistance, and to further enable it to deliver credit, mobilize savings and provide other financial services to its clients. More specifically, the grant will:

- (a) address the institutional weaknesses (i.e. staffing and systems-related) through the provision of short-term consultancies to develop advanced training courses for staff and prepare procedural lending guidelines. This will result in enhanced staff capacity and improved administrative procedures, including management information systems development;
- (b) improve the NGO's outreach to facilitate an increase in the amount of savings mobilized and credit extended through more efficient operations and better coordination between the head office and district branches. This will result in enhanced operational self-reliance for UWFT through growth in savings, loan portfolio and recovery rates; and,
- (c) enhance the NGO's ability to supervise and monitor IFAD/Belgian Survival Fund-assisted rural financial service activities in Hoima, Kibaale and Kabarole Districts, leading to enhanced quality of monitoring and supervision of sub-county integrated development associations.

Under the Hoima-Kibaale District Integrated Community Development Project (H-KDICDP), which has now closed, UWFT clearly demonstrated its ability to play a constructive role in the implementation of rural financial service activities. Since the District Development Support Programme is to be extended to cover Kabarole District, the need to support UWFT becomes even more justified. UWFT has adopted a comprehensive corporate plan aimed at achieving operational self-sufficiency through increased outreach, self-reliance and financial sustainability, as well as the empowerment of its clients. A central element of UWFT's corporate plan is the institutional development and training plan, the objective of which is to increase institutional capacity through appropriate and targeted training, improved management of information systems and improved physical infrastructure. To increase its effectiveness and efficiency in supervising savings and credit operations and in implementing its corporate plan, UWFT requires additional support for institutional strengthening both at the district level and at head office. The grant will, therefore, provide the NGO with needed additional resources to improve its operations and procedures through support to its corporate institutional development and training plan.

UWFT was founded in 1983 and began financial services operations in 1987. It is affiliated to Women's World Banking, an independent worldwide financial institution. The clients of UWFT are mainly poor women entrepreneurs; most of them are rural and a sizeable proportion are from the poorest segment of rural communities. In addition to the provision of loans and the mobilization of savings, UWFT also provides training to its clients in basic financial skills and business management. IFAD has a relatively well-established working relationship with UWFT, which administered the savings and credit activities of the Smallholder Cotton Rehabilitation Project and, later, H-KDICDP.

**Country and Grant Title and No.:** **Brazil and Mozambique:** Organizational Strategies in Market Insertion for Poor Smallholders in Brazil and Mozambique within the Context of International Trade Liberalization (No. 141)

**IFAD Grant Amount:** USD 60 000

**Name of NGO:** AGORA – Brazil; ORAM – Mozambique; MLAL - Italy

**Objectives and Activities:**

The project will provide IFAD with valuable knowledge on the impact on smallholders of globalization and trade liberalization in developing countries and on ways to assist their survival and allow them to compete in the liberalized marketplace. The specific objectives of the project are to:

- (a) identify the positive and negative impacts on the lives of poor smallholders of international trade liberalization and of consequent changes in national public policies;
- (b) study the best organizational strategies, involving alternative technologies, institutional arrangements and public policies, capable of mitigating negative impacts, improving the inclusion of smallholders in the marketplace and enabling them to take advantage of new opportunities; and
- (c) identify viable and promising experiences to be supported or replicated in other regions of Brazil and Mozambique and in other countries of Africa and Latin America.

In both countries, the proposed project will build upon and complement IFAD's strategy and operations. It will be implemented in four phases over a period of one year, as follows:

Phase I: identify and analyse the impact of international trade liberalization and public policy changes on the lives of poor smallholders;

Phase II: collect and analyse data on smallholders' practices in Brazil and Mozambique in order to capture best practices. The findings will be systematized and published for wide diffusion.

Phase III: organize a three-day workshop to discuss the results of the above phases; identify viable ongoing projects that can be strengthened with financial help from IFAD; and suggest specific public policies at the national and local levels; and

Phase IV: prepare reports/handbooks on best practices and successful experiences to be disseminated to development agencies and civil-society organizations for replication and as an aid for future investments, including those of IFAD. Best practices refer to (i) appropriate technologies; (ii) institutional arrangements; and (iii) public policies.

AGORA is a Brazilian non-profit civil-society organization which acts as the Secretariat of the Global Forum on Sustainable Food and Nutritional Security and of the Brazilian Forum on Food and Nutritional Security.

ORAM is a Mozambican NGO founded in 1992. Its main objectives are to help small farmers obtain title to their lands, provide training and legalize small producers' associations. ORAM was actively involved in the consultative process for the revision of the Lands Law approved by Parliament in 1997. It has a seat in the Lands Inter-Ministerial Committee working on the revision of the Lands Policies, and is the National Node in the Knowledge Network on Alternative Land Reform established by the Popular Coalition to Eradicate Hunger and Poverty.

MLAL is an Italian NGO. For the last 30 years, it has been working in Latin America with local small farmers' associations, local NGOs and community-based organizations.

<b>Country and Grant Title and No.:</b>	<b>Syria: Pilot Participatory Rangelands Management Project in the Syrian Badia (No. 143)</b>
<b>IFAD Grant Amount:</b>	USD 75 000
<b>Name of NGO:</b>	CARE International

**Objectives and Activities:**

The participatory approach to community development in Syria is still relatively new. Under the newly-approved IFAD-cofinanced Badia Rangelands Development Project (BRDP), participatory resource assessment and management is expected to become a key method in the implementation of rangeland management activities, both as a basis for rangelands degradation control and for the management of resources. The NGO's services will be a particularly useful mechanism for introducing the BRDP's participatory approach to the local community. This pilot activity will provide project management, and the communities involved in BRDP, with information on lessons learned at an early stage of project implementation.

The project will address the problem of limited participation by the majority of community members in planning and implementing the programmes and projects related to rangelands development. It will initiate the process of reversing the "top-down" prevailing development and decision-making approach in favour of the more appropriate "bottom-up" participatory approach. The project's overall objective is to demonstrate, on a pilot basis, an innovative and sustainable participatory approach to local community development through a combination of training, sensitization, mobilization of beneficiaries, and the identification and initiation of range management plans. Long-term management of rangelands will be initiated with the local Bedouin community.

CARE International is well placed to implement the proposal in a cost-effective manner thanks to its wide exposure to similar activities, particularly in relation to community-based resources management in Jordan. CARE International, through CARE Jordan, began its local community development initiatives in the south of Jordan in 1993, starting with a number of small projects. The projects aimed at enhancing the capacity of local organizations through the implementation of income-generating projects and training for institutional development. CARE has also developed a pioneering approach to community natural resources management, as demonstrated by two recent projects funded by the Governments of Australia and Switzerland, which piloted and developed a methodology for the community management of water resources in four governorates of Jordan.

CARE International has adapted and tested participatory approaches and methods used in community mobilization. These have included the design and testing of participatory training materials for institutional capacity building; participatory rural appraisal; situation analysis; needs assessment; the drawing up of action plans; setting of performance indicators; identification of problems and opportunities; project design; and M&E.

**Country and Grant Title and No.:** Mali: Strengthening the Capacity of the Farmers' Development Commission (No. 144)

**IFAD Grant Amount:** USD 75 000

**Name of NGO:** FAYIDA TON – MALI

**Objectives and Activities:**

The recipient of this grant, FAYIDA TON (also known as the Farmers' Development Commission), is an association of a grass-roots organizations in the area of Ségou that were either established or strengthened within the context of the IFAD-funded Village Development Fund Programme, Phase II. Two of its associated implementing NGOs are the Centre for the Promotion of Village Associations (*Centre de promotion des associations villageoises* (PROMAVI)) and the Network for Extension and Training in Development (*Réseau d'animation et de formation pour le développement* (RANFORD-2000)), both based in Ségou, Mali.

This ECP grant will help strengthen the sustainability of FAYIDA TON to enable it to continue supporting IFAD's target groups. Focusing on building up the capacity of FAYIDA TON, the project will: train the leaders of these grass-roots organizations and the economic interest groups (GIEs) that support them; and provide advisory services to reinforce the farmers' ability to negotiate with state and other organizations that can serve their interests. The project will help the target groups to define their own strategies and strengthen their ability to defend those same strategies in policy discussions and to apply them to action programmes. This is in line with IFAD's country strategy for Mali, which focuses on the sustainable development of the country through: (i) increasing food production and rural incomes; (ii) strengthening the ability of beneficiaries to design and manage their own projects and consolidate their relationships with local partners that will enable them to respond to macro and sectoral reforms and thus improve their income-generation opportunities and food security status; (iii) creating financial structures adapted to rural life; and (iv) benefiting from opportunities offered by growing and diversified markets. The ultimate aim of FAYIDA TON is to become financially self-sustaining through member contributions and by sales of services.

The project will also fund some GIE salaries and contribute towards office expenses and the repair and maintenance of vehicles. IFAD's contribution will be supplemented by a Government of Mali contribution from residual counterpart funds from the Village Development Fund Programme, Phase II, and by FAYIDA TON.

If successfully implemented, this project could well become a prototype for replication or expansion within individual projects in countries of the region.



<b>Country and Grant Title and No.:</b>	<b>Nicaragua:</b> Agricultural Technology: Project for Research on, and Exchange and Dissemination of, Interventions and Policies (No. 145)
<b>IFAD Grant Amount:</b>	USD 40 600
<b>Name of NGO:</b>	NITLAPAN-UCA

**Objectives and Activities:**

The ECP grant will be used to contribute, through studies, to better definition and implementation of activities and policies concerning agricultural technology. It will further promote dialogue and reconciliation between the state, institutions currently working in the field of agricultural technology, and other relevant institutions in order to achieve two goals: to improve the response of relevant national and donor policies to the needs both of technology development in the region and the different institutes working on such issues; and to improve the relationship between the Nicaraguan Institute for Agricultural Technology and other institutions, NGOs, universities and development projects. Finally, the grant will also promote inter-institutional coordination at the municipality level with respect to the development of agricultural technology. The three target municipalities are in the area of the IFAD-supported Project for the Capitalization of Small Farmers in the Tropisec Area of Segovias – Region I (TROPISEC).

The grant will support in-depth studies related to technology problems and evaluations of the impact of interventions in three municipalities, as well as feedback workshops in the same municipalities. A national survey on NGOs working in the field of technology generation and transfer will be conducted, followed by a workshop on the national policy for agricultural technology. A national forum on methods of technology intervention and on the national policy for agricultural technology will also be financed under the grant, as will the dissemination of the outcome, conclusions and proposals of each activity. These activities will be carried out over a period of eight months.

NITLAPAN-UCA was created in 1990 within the private autonomous University of Central America with the status of a non-profit organization. NITLAPAN-UCA has a staff of 56 and, in addition to the TROPISEC project, is working in collaboration with IFAD on the Rural Development Project for the Southern Pacific Dry Region.

**Country and Grant Title and No.:** Peru: Promotion of Self-Managed Organizations for the Development of Women in the Suyo District, Ayavaca Province (No. 146)

**IFAD Grant Amount:** USD 75 000

**Name of NGO:** CEPESER

**Objectives and Activities:**

The ECP grant will be used to improve the living conditions of women farmers in the district of Suyo by developing their skills in management, processing and marketing, thereby enabling them to undertake initiatives that increase the value of their production. The main beneficiaries will be the 60 women who are already members of two established associations, but others will also benefit (for example, 120 women will benefit from the Solidarity Fund). These beneficiaries are located within the project area of the IFAD/World Food Programme-supported Promotion of Technology Transfer Project to Peasant Communities in the Highlands.

As a result of the ECP grant, a total of 270 women will be trained in 11 workshops; 25 solidarity groups will actively participate in the management of microcredit; and a microcredit fund, to the value of USD 25 000, will be established. Furthermore, new technologies will be incorporated into the production process; for example, women will be provided with three corn threshers and taught how to set up a corn-threshing microenterprise. These activities will be carried out over a period of 12 months.

CEPESER has been working in the development field for 15 years, during which it has focused most of its attention on coastal and mountain areas. Its proposals are developed in conjunction with rural populations in response to their expressed concerns. Since 1982, CEPESER has implemented 62 projects in various areas, some of which are being replicated in other areas of the country outside Piura. Approximately 13 000 families have benefited from CEPESER projects. Funding for the NGO comes mainly from external sources, including Europe and the Americas, and national resources, with small contributions from the NGO's own resources.

<b>Country and Grant Title and No.:</b>	<b>Egypt:</b> Sohag Rural Development Project (Grant No. 147)
<b>IFAD Grant Amount:</b>	USD 75 000
<b>Name of NGO:</b>	CRS

**Objectives and Activities:**

The overall objective of the ECP grant is to improve poor rural women's access to financial services (savings/loans) that will increase their family income, enhance their economic and social status, and involve them in managing their own assets and financial resources. Activities foreseen under the grant will complement rural development initiatives under the Sohag Rural Development Project. As such, the local community development associations (LCDAs) established under the ECP grant will have access to the special window established under the Sohag Rural Development Project to provide wholesale credit at market rates to NGOs for retailing to small borrowers and communities.

The proceeds of the grant will be used to cofinance with CRS the establishment of a local umbrella community development association (UCDA) in the Governorate of Sohag in order to provide institution building and technical support to ten small, rural-based LCDAs. The LCDAs will thus be able to mobilize and organize their communities and implement a village banking credit programme for women in their respective communities. The principle is to rely on the strength of the existing UCDA to empower other LCDAs that do not have the same experience and skills. CRS has already identified the Regional Association for Enterprise Development, one of the strongest and most reliable community development associations working on a Governorate-wide level in Sohag, as the UCDA.

CRS, founded in 1943, is currently engaged in implementing and supporting relief and development programmes in more than 70 countries throughout the world, with poverty lending as one of its four main core competencies. The organization has poverty lending programmes in 24 countries (1997). Women constitute 87% of the beneficiaries in these microcredit/poverty lending programmes, which are carried out by CRS in close partnership with 120 local organizations worldwide. The present activities of CRS in Egypt centre on providing support to poor rural people, with particular emphasis on women and young children.

**Country and Grant Title and No.:** **Honduras:** Productive Support Project for Poor Families Affected by Hurricane Mitch (No. 148)

**IFAD Grant Amount:** USD 75 000

**Name of NGO:** ARSAGRO

**Objectives and Activities:**

The ECP grant will be used by ARSAGRO for the rehabilitation of agricultural production and the strengthening of rural savings and loan organizations (CRACs) in 54 communities of the Department of El Paraiso that were seriously affected by Hurricane Mitch. These resources will benefit 1 077 member families of ARSAGRO, who derive their income from agriculture and have lost their homes, crops and agricultural tools and implements as a result of the hurricane.

A major objective of the proposed grant is to recapitalize the CRACs after people have had to withdraw their savings for emergency needs and to reconstruct their homes following the hurricane. In this manner, the project aims to support the production of the most affected municipalities through the strengthening of CRACs, which will channel the resources to their members and clients. Financing will be provided for agricultural inputs and tools, basic food needs and other urgent needs in the fields of health and nutrition.

ARSAGRO was established in 1993 and covers nine municipalities in the Department of El Paraíso. Its membership consists of 1 077 smallholder farmers. The farmers are grouped into 54 local enterprises (with approximately 20 members in each group), and are further organized into 13 zonal associations. ARSAGRO's initial capital was made up of funds recuperated from farmers who had failed to repay loans provided under a project undertaken in the Department of El Paraíso in 1984-92. In 1995, the Government of Honduras allocated USD 175 000 to ARSAGRO to provide support to the rural productive sector. Prior to Hurricane Mitch, ARSAGRO had already demonstrated its managerial skills by securing a default rate of almost zero. The Institute for Cooperation and Self Development has provided ARSAGRO with technical assistance to create a local capacity to administer funds.

**Country and Grant Title and No.:** Sierra Leone: North-central Agricultural Development Project (No. 149)

**IFAD Grant Amount:** USD 75 000

**Name of NGO:** ADRA

**Objectives and Activities:**

The proposed NGO project prepared by ADRA aims to increase agricultural production and farm incomes and improve the welfare and standard of living of the farming population. It will achieve these aims by supporting the following activities:

- (i) reorganization and development of grass-roots farmers' associations;
- (ii) training of members of farmers' associations;
- (iii) establishment of family food-security gardens;
- (iv) multiplication of seeds and planting materials; and
- (v) reintroduction of local livestock and poultry.

Assistance will be provided to about 2 500 people belonging to farm families that are members of existing village-level associations. In order to have a quick impact on agricultural production, support production to farmers will be based on readily available technologies. On the other hand, major emphasis will be placed on group strengthening and training because the civil disturbances of the last eight years have upset social structures and their functioning.

ADRA has been operating in the Tonkolili and Kono districts of Sierra Leone for the past 12 years, providing development and relief services to farmers. Since 1994, it has also been collaborating with the North-central Agricultural Development Project (NCAP) in the areas of programme planning, input distribution, community infrastructure development and participatory M&E. Unlike government services, the NGO has a fully functioning team in the area and is thus able to immediately take up farmer support and input supply activities. As such, it was able to respond to the urgent needs of the target population (many of whom are now returning to the area after abandoning it during the rebel invasion) and to test group sensitization and training methods, input supply and financing systems that can be replicated by the NCAP once its full staff contingent and supporting resources are again in place.

**Country and Grant Title and No.:** Nicaragua: Rural Housing Self-Help Reconstruction Project (No. 150)

**IFAD Grant Amount:** USD 34 900

**Name of NGO:** INPHRU-Somoto

**Objectives and Activities:**

The grant will be used to help poor, rural families in the reconstruction of their homes in order that they can recommence their productive activities. Beneficiaries will include 27 families that have lost part of their homes as a result of Hurricane Mitch. Over a period of eight months, the project will build a total of 25 new houses and renovate two existing dwellings. The beneficiaries will each provide a total of 100 person/days of voluntary work in the community.

INPHRU, which has been working with local communities in a development capacity for 33 years, is the longest standing NGO in Nicaragua, and it commenced activities in the Somoto Department in 1990. Its areas of activity include the following:

- (i) agricultural development through the provision of technical assistance and credit and community-oriented projects;
- (ii) health education, through its programme dealing with health issues faced by children living on the streets or working on farms;
- (iii) improving general health and nutrition levels among the rural population, including focus on the use of traditional medicinal plants;
- (iv) promotion of eco-friendly agricultural practices, such as reforestation, water and soil conservation and integrated pest management; and
- (v) construction of dwellings through the organization of community construction groups.

The latter intervention was begun in 1991 in response to the lack of housing facilities available for returning refugees. INPHRU has successfully developed the means for carrying out construction in a participatory manner.

**Country and Grant Title and No.:** **Philippines:** Best Practices in Shifting Cultivation for Sustainability and Resource Cultivation in Asia (No. 151)

**IFAD Grant Amount:** USD 75 000

**Name of NGO:** IIRR

**Objectives and Activities:**

Many of the most marginalized and poorest people in Asia, of whom a vast majority are indigenous peoples, live in the hills and mountainous areas of the region. In this environment they have, and will continue to have for the foreseeable future, few livelihood alternatives other than shifting cultivation (slash-and-burn agriculture). It is very important to minimize the negative ecological effects of this practice by providing sustainable modifications and alternatives through the identification and dissemination of best practices in shifting cultivation.

The major objective of this ECP grant to IIRR is to disseminate information among communities in Asia that practise shifting cultivation and among related development workers engaged in such cultivation about practices that are productive, equitable and sustainable. More specifically, IIRR will: (a) document best practices in shifting cultivation by organizing a workshop of experienced practitioners from South and Southeast Asian countries (to include academics, NGO community workers, government extension agents and farmers who have practical, field-tested best practices for documentation); and (b) disseminate information on shifting cultivation through the publication and exchange of information among practitioners.

The results of this grant will be used in IFAD-funded projects in Bhutan, Cambodia, Northeast India, Indonesia, Laos, Nepal, the Philippines and Viet Nam.

Founded in 1960, IIRRI has a very good track record in activities similar to those proposed for this ECP project. Its Environment, Natural Resources and Agriculture Programme addresses the interlocking problems of food security, income generation and environmental protection through the development and promotion of economically-viable strategies and practices.

IIRR has conducted workshops to produce kits on several topics related to agriculture and the environment: regenerative agriculture; low-input rice production; integrated aquaculture-agriculture; sustainable agriculture in Nepal; agroforestry in Ghana; biodiversity in Western Ghats, India; environmentally-sound technologies for women in agriculture, India; and bio-intensive gardening and resource management for upland areas in Southeast Asia. These kits have achieved wide acclaim because of their practicality and usefulness and are used in universities, ministries, NGOs and training institutions throughout the world. Through such workshops, IIRR has also trained staff of organizations in several countries on producing similar kits.

**Country and Grant Title and No.:** Côte d'Ivoire: Farmers' Organization Support Project  
(No. 152)

**IFAD Grant Amount:** USD 75 000

**Name of NGO:** IFCI

**Objectives and Activities:**

The rationale for IFAD's funding of the Farmers' Organization Support Project is to develop and promote effective approaches to participatory group development within the context of the marketing of agricultural produce. IFCI has been selected because of its long-standing effectiveness in support of farmer organization and community development in Côte d'Ivoire. In particular, IFCI has taken a prominent role in developing and implementing such approaches and in training staff, within the context of the ongoing Marketing and Local Initiatives Support Project in the Centre-North Region. Because of the strong emphasis placed on grass-roots capacity building and group development under the Rural Development Project in the Zanzan Region (PDRZ), it was deemed appropriate to enlist the support of IFCI to develop similar approaches in the same region.

The overall project objective is to assist five-to-ten farmers' groups in the Zanzan region to increase their income through improved organization and knowledge about agricultural produce marketing – primarily food crops such as yams and cashew nuts which are becoming increasingly important as cash crops for the farmers in the region. From a strategic point of view for IFAD, an important secondary objective is to test approaches to participation and group development that can be scaled up within the context of PDRZ.

IFCI operates in ten countries: Burkina Faso, Burundi, Cameroon, Chad, Côte d'Ivoire, Kenya, Rwanda, Togo, United Republic of Tanzania and Zaire. Within the context of the proposed project, IFCI will employ the participatory approach that it has developed over time in Cote d'Ivoire to implement one of the two project components – group development. That approach consists of working with communities to analyse their socio-cultural environment, assist them in defining common goals and community development action plans, and lead them through a self-evaluation process to learn lessons from the implementation of their initiatives and build confidence. The approach is supplemented by visits to other villages to encourage farmer-to-farmer exchanges of information and experiences. Under the second project component, agricultural marketing, IFCI will organize workshops to provide group information related to food crop and cashew nut market organization and commercialization strategies, assist groups in produce marketing, carry out market studies as needed, and provide technical advice on storage and processing. IFCI will work with five to ten groups of women and youths. Groups chosen will be a combination of groups that IFCI is currently working with, and groups that were strengthened under the precursor project to PDRZ - Rural Development in the North East. IFCI will interact closely with PDRZ project staff.



**Country and Grant Title and No.:** Niger: Support to Women's Marketing Organizations Project (No. 153)

**IFAD Grant Amount:** USD 75 000

**Name of NGO:** Afrique Verte – Niger (AV-N)

**Objectives and Activities:**

The project aims to strengthen women's grass-roots organizations dealing with the storage, processing and marketing of cereals, and thus contribute to the development of the gender dimension throughout AV-N's activities. The project will particularly seek to:

- strengthen the autonomy of eight women's organizations and improve their integration within the AV-N network;
- contribute to the emergence of a women's organization federation; and
- establish a "dialogue framework" (*cadre de concertation*) among AV-N's organizations.

Project activities will focus on four main areas: training of women's groups; establishment of a dialogue framework to facilitate exchanges of information and experience between groups; capacity building for a selected number of groups; and creation of a federation of women's organizations, initially bringing together eight groups (equipped with a small, furnished office, a secretary and a revolving fund).

Afrique Verte – Niger (AV-N) is the Niger branch of the French NGO, Afrique Verte, a food security-specialized body created in the 1980s by a consortium of three well-known NGOs, namely, Terre des Hommes, Frères des Hommes and Peuples Solidaires. Afrique Verte also operates in two other Sahelian countries, Chad and Mali. AV-N has extensive food security experience in terms of support to rural professional organizations, and cereals marketing (facilitating commercial transactions of grains and linking-up between surplus and deficit areas).

Two main innovative features are included in the project, which will complement IFAD's activities through the millet and sorghum market-driven initiative launched by Africa I Division in Niger. These are the development of marketing for traditional cereals, especially millet and sorghum (two "orphan crops" benefiting IFAD's target group), and the development of specific microfinance products (marketing loans).

The successful implementation of this project will enable IFAD to replicate the innovative elements in other parts of the region and thus strengthen women's grass-roots organizations on a larger scale.

**Country and Grant Title and No.:** **Zimbabwe:** Promotion of Food Security Opportunities Opposing Drought (No. 154)

**IFAD Grant Amount:** USD 75 000

**Name of NGO:** AFRICARE

**Objectives and Activities:**

The adaptability of cassava, pigeon pea and sweet potatoes to marginal soils and erratic rainfall, and the possibility of maintaining continuity of supply throughout the year, makes these root crops the best vehicle for ensuring household food security in the drought-prone areas of Zimbabwe. The promotion of production, processing and use of these crops also complements government efforts to enhance incomes and ensure household food security in the semi-arid regions of the country.

With this as an ultimate objective, the ECP project will seek to:

- introduce high-yielding sweet potato and cassava varieties with potential yields of 12 t/ha under smallholder management;
- identify small-scale processing techniques, for use by rural women, that are effective in removing the cyanogenic compounds in cassava;
- enhance the use of processed cassava and sweet potato products in the rural areas and ensure food security and livestock feed; and
- identify potential markets for cassava and sweet potato fresh tubers and products from processed tubers.

Project activities will focus on four main areas: sensitization; selection of production sites and training; production of cassava, sweet potatoes and pigeon peas; and use.

The ECP project will be implemented within the Smallholder Dry Areas Resource Management Project (SDARMP), and its activities will complement those of the larger project. The project proposal was jointly developed by the SDARMP facilitation unit and AFRICARE. The project will be implemented in parts of each of the five low-rainfall districts within the Midlands and Matabeleland South Provinces covered by SDARMP. The target group will comprise smallholder households living in the project area, 60% of which are considered poor. Project activities will be self-targeting and of most benefit to households for which food security is of paramount importance and which lack resources for purchased inputs (improved seeds and fertilizers) and on-farm labour.

The close linkages – both conceptual and operational – between the proposed project and SDARMP will allow the scaling up of proven and successful activities under the latter. With a similar focus in contiguous provinces, the sister project — the South Eastern Dry Areas Project — will provide further opportunities for replication of activities.

AFRICARE is a private, non-profit organization, dedicated to improving the quality of life in rural Africa. For more than 25 years, AFRICARE has provided assistance in five principal areas: agriculture; water resources development; environmental management; health; and emergency humanitarian aid. Communities in 35 nations across Africa have benefited from AFRICARE assistance since 1971, when the organization was founded. One of its most important strengths is its extensive regional experience in participatory extension in rural areas, cassava planting material multiplication, processing and use, and post-harvest equipment demonstrations.

**Country and Grant Title and No.:** **Mozambique:** Support to the Development of Producer Associations (No. 155)

**IFAD Grant Amount:** USD 75 000

**Name of NGO:** MOVIMONDO - Molisv

**Objectives and Activities:**

The proposal, developed by MOVIMONDO-Molisv in collaboration with IFAD and the Municipality of Rome, takes account of, and builds upon, the NGO's experience and operations in Mozambique. It also conforms to IFAD's development strategy for the country and addresses major concerns of the PAMA Support Project.

On the basis of IFAD's strategy in Mozambique and the experience of MOVIMONDO-Molisv, it has been recognized that continued exclusive emphasis of food crop production will not have a major impact in reducing rural poverty. Rather, increased rural incomes and broad-based economic growth depend upon the ability of smallholder producers to participate better in the rapidly expanding market complex. These producers are constrained from doing so, however, by a number of factors, including their lack of marketing, organizational and negotiation skills; inadequate market and price information; weak infrastructure, particularly roads; low production levels; lack of an intermediary-level rural trade network; and the concentration of market power in the hands of major agro-processing firms.

The experience of IFAD and that of MOVIMONDO-Molisv in Mozambique is that many of the factors preventing farmers from realizing economic advantages could be resolved through the development of groups or associations, particularly in the areas of agricultural production and marketing. At the same time, the success of IFAD's PAMA Support Project, aimed at addressing these factors, will greatly depend upon appropriate implementation partners.

Therefore, the proposed ECP project will, on the one hand, address issues and concerns of PAMA and generate lessons and experiences that can be replicated through it; and, on the other, strengthen the organizational and operational capacities of local associations of farmers, traders and producers in general. The Municipality of Rome will support the construction/rehabilitation of two warehouses for the storage of agricultural produce.

More specifically, the project will:

- promote the establishment and formal registration of local producers' associations for agricultural production and commercialization;
- improve post-harvest handling and on-farm storage capacities;
- support the marketing of local production;
- link producers' associations with rural markets and improve their negotiating power with traders; and
- promote the protection of the environment, particularly with respect to floods and droughts.

MOVIMONDO-Molisv has been operating in Mozambique for the last two decades. Since the consolidation of peace in the country in 1992, MOVIMONDO-Molisv has been able to focus on projects aimed at alleviating poverty and restoring basic services. Today, it promotes medium- and long-term projects in a range of sectors, including integrated rural development, institution building for

environmental issues, water supply, food security and gender. In September 1998, it initiated a three-year food security programme in Manica and Zambezia Provinces, funded by the European Commission. Among its other activities, it is also implementing four rural development projects in the Provinces of Gaza, Manica, Sofala and Zambezia, involving activities such as technical support and vocational training, rehabilitation of infrastructure, reforestation, water supplies, animal husbandry and credit for agricultural production and marketing.

**Country and Grant Title and No.:** **Chile:** Capacity Building in the Formulation, Procedures and Implementation of Projects to Combat Desertification in 30 Rural Communities (No. 156)

**IFAD Grant Amount:** USD 75 000

**Name of NGO:** CODEFF

**Objectives and Activities:**

The ECP grant will be used to train members of 30 rural communities in the IV Region (Coquimbo) in the formulation and procedures of projects linked to the implementation of the National Action Plan formulated in response to the CCD. The IV Region has a high incidence of poverty, coupled with severe desertification. Activities funded under the grant will work in conjunction with the IFAD-supported Agricultural Development Project for Peasant Communities and Smallholders of the Fourth Region.

The ECP grant aims to raise awareness and train the rural poor on problems of desertification by providing communities with the basic tools to make a diagnosis of the local environmental situation. The grant will be used to elaborate projects at the local level in order to design various strategies to control desertification while building capacity among agents in regional governmental bodies that may favour the implementation of projects to combat desertification. The grant will also establish mechanisms that allow for the successful presentation and implementation of projects. The duration of activities is foreseen as one year.

CODEFF was created in 1968 with the objective of protecting Chilean ecosystems and natural resources in order to achieve sustainable development and a better quality of life for the inhabitants of such ecosystems. The NGO maintains active links with various large international organizations, and has seven national branches throughout Chile.

**Country and Grant Title and No.:** **Mongolia:** Quinoa Small-Scale Production Project  
in Arhangai Aimag (No. 157)

**IFAD Grant Amount:** USD 55 000

**Name of NGO:** ADRA

**Objectives and Activities:**

ADRA proposes to conduct a two-year quinoa small crop promotion project in an effort to alleviate poverty in Arhangai, Mongolia. The project will be implemented with the cooperation and participation of the Ministry of Agriculture and, to the extent possible, will be integrated into the goals and objectives of IFAD's Arhangai Rural Poverty Alleviation Project. Basic areas targeted by the project are: quinoa cultivation; promotion of kitchen gardening; testing quinoa-raising for fodder production; promoting quinoa consumption in Arhangai and Ulaanbaatar through public education; and assisting local producers in processing seed for saponin removal.

An international NGO operating in 150 countries, ADRA has been operating in Mongolia since 1994 and has conducted an array of projects in a variety of sectors, including health, education, vulnerable groups, agriculture, infrastructure and renewable energy. In 1998, it engaged in a pilot project to evaluate the appropriateness of the quinoa cereal for production in Mongolia. Very promising results were obtained, with yields more than 200% higher than the control wheat varieties. It was then proposed to undertake similar pilot activities in the IFAD Arhangai Rural Poverty Alleviation Project to test quinoa production as an income-generating activity for the poor, non-herding households.

**Country and Grant Title and No.:** **Philippines:** Northern Mindanao Project for Coastal and Uplands Development – Pilot Testing of a Planning and Evaluation Framework for the Development of Indigenous People and Fisherfolk Communities (No. 158)

**IFAD Grant Amount:** USD 75 000

**Name of NGO:** BMFI

**Objectives and Activities:**

In the context of the planned IFAD-supported Northern Mindanao Coastal and Uplands Development Project in The Philippines, which aims to provide development assistance to poor indigenous people and fisherfolk communities, this ECP will be used to pilot test a planning and evaluation framework for the capacity building of local government units, NGOs and people's organizations (POs). The grant focuses on building the capacity of the NGO/PO partners in the Barangay Development Planning in its whole continuum, from data gathering to the installation of the M&E system. The four major objectives are as follows:

- (i) develop a planning and evaluation framework for the Barangay Development Planning, including the whole continuum from data gathering (including gender-desaggregated data on household activities) to the installation of the Barangay Development Planning's M&E system, through the use of participatory rural appraisal tools;
- (ii) initiate and develop participatory planning technologies for the formulation and approval of the Certificate of Ancestral Domain Claim (CADC) and Area Development Management Planning, a government initiative to recognize the tenurial rights of indigenous people over ancestral lands;
- (iii) build up the capacity of the NGO/PO partners by providing on-site assistance and centre-based training; and
- (iv) document and disseminate information through publications, manual and monographs.

Subsequently, the ECP grant will be used to document, disseminate and share technologies and learning to prospective participants of the forthcoming Northern Mindanao Project for Coastal and Uplands Development. It is expected that the lessons and experiences derived will serve the latter project when implementation begins.

The value-added of BMFI is its expertise in community and barangay-based work for implementing sustainable integrated area development with special stress on agrarian reform and local governance. BMFI has also been involved in area-based development work in 50 barangays throughout Mindanao, integrating the principles of community participation and development; agrarian reform and sustainable agriculture; community-based access to justice programmes integrating parallel formation within the mandated, legal justice-seeking and conflict-resolving bodies; coalition-building; and networking through its leadership/membership in the various regional, provincial, municipal and barangay development councils, and other civil society organizations. BMFI will cofinance the project in the amount of USD 7 300, and it is expected that the communities, participating NGOs and local government units will add a further USD 9 600.

**Country and Grant Title and No.:** **Gaza and the West Bank:** Introduction of Credit and Thrift Women's Cooperatives in Jericho (No. 159)

**IFAD Grant Amount:** USD 75 000

**Name of NGO:** PARC

**Objectives and Activities:**

Building on the success of the IFAD-initiated Gaza Strip and Jericho Relief and Development Programme (RDP) in improving women's capacities to participate in the market economy, coupled with the current establishment of a replicate women's business centre in Jericho, this two-year project aims to improve the access of the poorest women in Jericho and nearby villages to credit and saving services.

Recently, the women's business centre has met with difficulties in increasing access to investment and recurrent financing as the Arab Bank, which is funding a credit guarantee fund, is reluctant to provide group loans unless women are organized into a legal structure. Therefore, encouraged by its creation of the centre, the PARC, as executing agency for the RDP, will use this grant to support on an experimental basis the creation of about ten women's savings and credit cooperatives in the poorest villages of the district of Jericho.

The three major components of the project are: institutional support to the Jericho women's savings and credit cooperatives through the registration of cooperatives, preparation of by-laws, operations standards and savings and credit manuals; establishment of an alliance with other ECP-financed pilot programmes and IFAD-assisted projects to facilitate the transfer of knowledge and technology; and provision of basic infrastructure for the women's cooperatives through the construction of a permanent headquarters for the Jericho women's savings and credit cooperatives.

IFAD expects to gain from this project in the long term by increasing its knowledge on institutionalizing viable, sustainable participatory rural finance structures to meet the credit and savings needs of poor rural women. It will also learn how to transfer knowledge from other successful pilot project across country borders.

Under RDP, PARC has successfully implemented a USD 3 000 000 project for income-generating activities for women in collaboration with the Italian Association for Women in Development, an NGO. It also has a strong track record of collaboration and experience with bilateral donors, multilateral agencies and international NGOs in terms of rural development, environmental protection and women-in-development projects. By covering the expenses for land acquisition and construction, PARC will be cofinancing the project in an amount of USD 75 000.

In 1987, PARC established a women's unit providing extension and social services and aimed at empowering women in rural areas by improving their financial and social status. It has established income-generating cooperatives following evidence of the many economic, social and political benefits that can be gained through collective forms of work, including the opportunity it gives women to work together and enhance their analytical and decision-making skills. In addition, the cooperative approach provides women with a basis for learning to manage their own economic affairs more efficiently. In an attempt to improve the technical aspects of the cooperatives, a special committee of women, experienced in food processing, has been formed.



<b>Country and Grant Title and No.:</b>	<b>Nepal: Hill Options Study (No. 169)</b>
<b>IFAD Grant Amount:</b>	USD 75 000
<b>Name of NGO:</b>	SAPPROS

**Objectives and Activities:**

The aim of this grant is to finance a study to be conducted by SAPPROS for the purpose of collecting and analysing past experiences in rural development in Nepal, particularly in view of the Government's recent decentralization efforts. Subsequently, recommendations will be submitted on appropriate institutional arrangements for future rural investments in the hill and mountain districts of Nepal. The study will also identify arrangements conducive to sustainability and cost effectiveness, especially those with the highest possible impact on growth and poverty alleviation. Participatory monitoring indicators will be developed and should be useful in evaluating the performance of the proposed models in action. Building on the theoretical corpus from both the New Institutional Economics School and Polanui's classic work, it is also expected to increase IFAD's knowledge on its world-wide experimental institutional arrangements, and disseminate this to its field operations across regions.

With a state-of-the-art analytical framework, including the selection of 50 case studies, field surveys and their analysis will provide lessons learned and recommendations. Through this, SAPPROS will identify and disseminate best practices in local institutional building. In particular the study will look at how to disseminate agricultural technologies relevant to the needs of local farmers; how to build local ownership by the use of participatory methods; and how to build institutions in community and leasehold forestry. Consideration will be given to initiating irrigation systems with built-in ownership and participation and to replicating participatory rural electrification programmes. Across these studies, the themes of multisectoral approaches, local governance and gender will be given special attention. The study will be cofinanced by the Ford Foundation for the establishment of a research and documentation wing within SAPPROS.

Founded in November 1999, SAPPROS is a non-profit foundation registered under the Organization Registration Act of 2034 (Nepali year) and with the Social Service National Coordination Council, and is managed by a seven-member Board of Directors. Its overall objective is to alleviate rural poverty and organize the rural poor into institutions from which they can determine their own needs, thus enabling them to perform their socio-economic programmes/activities in an efficient and cost-effective manner. Its specific objectives are to: (i) act as an intermediary between the government and local small/marginal farmer groups; (ii) provide the necessary facilities for rural development organizations in the villages; (iii) identify, train and mobilize local development leaders and activists of these organizations; (iv) help establish a system of credit and income-generation; and (v) provide grant assistance to rural development projects based on people's participation

Currently, SAPPROS is undertaking socio-economic and institutional research in collaboration with both national and international organizations, for example, the Institutional Options Study financed by the World Bank. The Hill Options Study will draw on the experience of that study. Besides IFAD, the organization has provided technical and financial support to projects implemented by the German Agency for Technical Cooperation (GTZ) and the Canadian Centre for Studies and International Cooperation.

<b>Country and Grant Title and No.:</b>	<b>Philippines:</b> Best Practices in Participatory Processes in Project Design, Implementation and Evaluation (No. 161)
<b>IFAD Grant Amount:</b>	USD 75 000
<b>Name of NGO:</b>	ANGOC

**Objectives and Activities:**

Over recent years, IFAD has taken conscious steps to integrate participatory approaches in various stages of its project cycle. These have included extending the participation of civil-society groups, and particularly target beneficiaries, in its projects. As of 1998, IFAD's Asia Division initiated a two-year technical assistance grant project entitled "Participatory Processes: Learning from NGO Experiences in Asia" with the objective of widening its knowledge on the range of experiences in participation.

Initiated by recommendations from the above-mentioned project and as part of the knowledge-gathering process, the scope of this one-year ECP grant is to provide IFAD and its partners with information through the organization of a workshop of experts and practitioners of participatory methods from Asia. The grant will also finance the production of a "participation handbook" based on the outcome of the workshop. This handbook will serve as a manual, or guide, on participatory tools and approaches that could assist IFAD in mainstreaming and strengthening the practice of participation, especially within its own project cycle

The workshop is planned to be held prior to the fourth project steering committee, scheduled for July 2000 in Bangalore, India.

<b>Country and Grant Title and No.:</b>	<b>Madagascar:</b> Strengthening Participation in Project Design, Implementation and Monitoring (No. 162)
<b>IFAD Grant Amount:</b>	USD 75 000
<b>Name of NGO:</b>	AHM/Kiomba

**Objectives and Activities:**

Responding to real needs identified by the mid-term review of the Upper Mandrare Basin Development Project, the ECP grant will be used to identify effective means to address current targeting constraints during the rest of the first phase and improve the participation of women and the poorest through improved strategy and project design for the planned second phase. The grant was extended to AHM/Kiomba due to its continuous and successful association with the first phase of the project and because it is well-known to local communities.

The grant will fulfil the following objectives:

1. assess the needs of women within the context of ongoing community organizations and project activities for the development of mechanisms for their economic empowerment during the remaining project implementation period. One of the expected outcomes of the community participatory planning process is the mainstreaming of gender concerns in all project activities.
2. Identify the target group(s) to be included under Phase II and define with the new communes involved a strategy for participatory planning and implementation of future project-supported activities.
3. Strengthen the capacity of the NGO to engage in participatory community planning.

The grant will finance: (a) implementation studies focused on targeting women and the poorest in the four communes (total population of 35 000) covered by the ongoing Upper Mandrare Basin Development Project, with field follow-up until April 2001 to test new approaches with local communities; and (b) socio-economic field assessments with participatory workshops in the five new communes (population 41 000) in order to define activities for the proposed second phase. The target group is composed of smallholder families with some cattle and small ruminants, families with no cattle, and community association members. The target group for the second phase of the project will be defined on the basis of these two activities.

Results emanating from the proposed grant will offer lessons on effective community participation, target group identification and gender mainstreaming, which may be replicated by other IFAD projects in Madagascar and in other countries of East and Southern Africa.

AHM/Kiomba is a local NGO created in September 1992 with the objective of promoting effective beneficiary participation in development activities and strengthening the capacity of beneficiaries in the management of development initiatives. The NGO has worked with two IFAD projects in Madagascar, the Upper Mandrare Basin Development Project and the Midwest Development Support Project, for the organization of sustainable farmer groups. It has also worked closely with World Wildlife Fund in the implementation of reforestation activities based on beneficiary participation, and with various other donors in sensitization campaigns, special studies and surveys, socio-economic studies, training and project implementation.

**Country and Grant Title and No.:** Republic of Moldova: Rural Finance and Small Enterprise Development Project (RFSEDP) (No. 163)

**IFAD Grant Amount:** USD 75 000

**Name of NGO:** MMA

**Objectives and Activities:**

The grant will address the concerns relating to the current operation of savings and credit associations (SCAs), namely: (a) as a result of low incomes, inflation, low interest rates and low levels of monetization of the economy (barter is predominant), savings mobilization is very limited. Consequently, SCA loans continue to depend on external sources; (b) credit products are limited and mostly constitute short-term seasonal loans; (c) the poorest farmers have serious difficulties in accessing membership and loans; and (d) the poorest areas of the country are not yet covered by SCAs. These concerns will be addressed by supporting SCAs in the Balti region through the establishment of a regional development centre in Balti, and by establishing a research and evaluation unit at the national level.

The grant will be directly related to the newly-approved Rural Finance and Small Enterprise Development Project (RFSEDP), a major goal of which is to facilitate participation of the rural poor in the commercialization of agricultural and rural development and contribute to the establishment of responsive financial service delivery systems. RFSEDP activities are geared to ensuring a build-up in economic and commercial activity in the rural areas and improved access to services among the rural poor. Among RFSEDP's primary interventions is the formation of new SCAs in the area of Ungheni, with emphasis on early promotion of savings mobilization and the introduction of the Deposit Insurance Scheme.

The knowledge gained from the present grant will complement RFSEDP activities by testing and evaluating SCA operations in, and outreach to, the poorest and most difficult areas. Through the introduction and promotion of savings products, the grant will contribute to the savings mobilization objective of RFSEDP. The development of the SCAs' M&E capacity and the establishment of a knowledge-management base will support SCAs throughout the country, whether established by RFSEDP or by other development projects. This is a critical facility given the potential and risks that SCAs offer. The research, evaluation and development unit will be handed over to the federation of SCAs at maturity.

The MMA was founded in 1997 as the development centre of a network of SCAs. Its objective is to create a nationwide system of SCAs to provide sustainable access to financial services for the rural population. MMA's target group is new, encompassing small landowners in the rural areas of the Republic of Moldova that face numerous difficulties in the present transition period. Access to credit often allows such families to buy their first animals, purchase seeds and tractor services and process their harvests. Since its establishment, MMA has created and is servicing more than 117 SCAs at the village level, with excellent results. Almost 10 000 rural families have access to loans through SCAs, and there is a repayment rate of 99.4%. Another 70 SCAs are presently under preparation and will start lending in the Spring agricultural season. Close collaboration with all stakeholders of the system (SCAs, refinancing institutions, supervisory institutions) has been established, and the organization has a clear legal and regulatory framework.

**Country and Grant Title and No.:** Armenia: North-West Agricultural Services Project (NWASP) (No. 164)

**IFAD Grant Amount:** USD 75 000

**Name of NGO:** Shen Union

**Objectives and Activities:**

With the collapse of the collective system following Armenian independence, individual farmers, rural communities and managers have been forced to adapt to working and living in a market economy. Unfortunately, limited capacities, infrastructure, resources and knowledge have severely impacted on living conditions in the rural areas. The activities foreseen under the project will help empower local NGOs to supporting grass-roots initiatives aimed at mitigating the social problems affecting isolated areas in Armenia. The grant will assist NGOs in building capacity, particularly for skills related to management, human resources and project implementation.

Project activities will begin with an overall survey of NGOs focusing on economic development in Lori District. A capacity assessment exercise will be subsequently carried out to ascertain the NGOs' current status and willingness to participate in the project. It is anticipated that seven-to-ten NGOs will be shortlisted through this exercise. A six-week NGO management training course will be drawn up for the targeted groups, to include components such as NGO management/project management activities; training in modern financial and accounting practices; small business management; marketing; and legal issues. Experience in other training programmes in Armenia has illustrated that training objectives are not usually fully achieved when limited to classroom lessons, and are not followed up with practical, hands-on activities. For this purpose, a small enterprise devoted to potato chip production will be established as a basis for implementing the skills covered in the training programme. The functioning enterprise will serve as a model for similar future activities. Project activities are designed to cover one year.

Shen was established ten years ago to help address the many problems resulting from the devastating earthquake, economic collapse and political crisis that followed Armenian independence. At present, the organization is involved in a number of small infrastructure development activities, refugee resettlement, community development projects and income-generation activities throughout Armenia. It was selected to implement the community development component of the IFAD-financed North-West Agricultural Services Project (NWASP) and, in that framework, is expected to implement about 100 microprojects in the Districts of Shirak, Lori and Aragatsotn. Implementation began in 1999, following background research, needs assessment and civic action group formation. In the first year of operation, Shen completed 27 microprojects, for a total cost of USD 325 000, in the three Districts. Approximately 13 000 rural inhabitants have benefited directly from these microprojects.

**Grant Title:** Community Exchange and Training Programme – Subregional Focal Institutions of the International NGO Network on Drought and Desertification (RIOD) in West, East and Southern Africa, Latin America, North Africa and Asia (No. 165-170)

**IFAD Grant Amount:** Six grants totaling USD 450 000

**Name of NGO:** The Global Coordination Unit of RIOD and five RIOD subregional focal institutions in West, East and Southern Africa, Latin America, North Africa and Asia.

**Objectives and Activities:**

There is ample evidence that direct exchanges between natural resource users (farmers, pastoralists, etc.) are the most cost-effective systems for transferring technology. While the relevance of such an approach is widely recognized and such exchanges are being increasingly encouraged by donors and NGOs on a *ad hoc* basis, there is no systematic institutional arrangement for community exchange and training activities that cut across the boundaries of a broad range of donor project portfolios. Neither is there an efficient mechanism for bringing into the “exchange loop” the geographically isolated and/or economically marginal communities whose traditional knowledge is, as a result, left untapped. The same applies to individual farmers whose innovations are not disseminated to would-be replicators for want of an appropriate exchange vehicle.

The Community Exchange and Training Programme is meant to fill this “exchange gap”, by establishing a flexible framework for partnership that pools donor-funded projects, NGO interventions and communities that otherwise would be left out of development projects.

More specifically, in line with IFAD’s strategic objective to give resource users direct access to information on activities that are feasible in their environment and with their resources, this programme aims to mobilize and disseminate available traditional technology and knowledge on sustainable natural resource management in drought-prone areas through the organization of exchange visits between local communities, accompanied by appropriate training both of community members and of NGOs associated with this initiative. The dissemination of appropriate traditional technology and know-how, and awareness of sustainability issues, in addition to its immediate beneficial impact on the participating communities, is expected to have an important capacity-building and, thereby, pre-investment function, i.e. it will prepare the groundwork for future land and water conservation projects in areas presently not yet covered by such projects. In so doing, the programme provides strong support to the CCD and to IFAD’s commitment to the Global Mechanism of the CCD.

RIOD is an international NGO network consisting of a world-wide group of NGO members, with subregional, regional, national and global-level focal points selected in consultation with other NGOs/community-based organizations in the countries/regions concerned. It was created in 1994 to provide support to CCD and aims at promoting exchanges of information and experience across regions and at implementing partnerships and participatory approaches in various action programmes in support of the CCD.