



IFAD
INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT
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**IFAD/NGO EXTENDED COOPERATION PROGRAMME (ECP):
USE OF ECP GRANT ALLOCATION FOR THE TENTH IFAD/NGO
CONSULTATION**

I. INTRODUCTION

1. The NGO Extended Cooperation Programme (ECP) was launched in 1987. In 1990, the Executive Board approved the convening of yearly IFAD/NGO Consultations, as part of the Fund's annual Programme of Work for technical assistance grants, to provide a forum for exchanges of information and dialogue between IFAD and non-governmental organizations (NGOs). It was agreed that the Consultations would be held within the context of the overall objectives of the ECP, and with ECP financial support.

II. GENERAL OBJECTIVES OF THE IFAD/NGO CONSULTATIONS

2. The overall objectives of the Consultations were first articulated at the Second Consultation, as follows:

- to provide a framework for strengthening IFAD's collaboration with NGOs and a forum for policy dialogue and exchange of operational experience, knowledge and lessons learned;
- to facilitate the involvement of NGOs as IFAD's partners and promote mutual cooperation; and
- to suggest areas of pilot activities which can lay the ground for future IFAD interventions."

3. In order to facilitate the organization of the Consultations, an IFAD/NGO Advisory Group, comprising IFAD staff and six representatives of NGOs, was set up in 1990 and, since then, has been regularly interacting with IFAD staff. Since 1998, such interaction has been placed on a more formal basis with the designation of NGO focal points in all IFAD divisions of the Programme Management Department (PD) and in the Office of Evaluation and Studies (OE).

III. EVOLUTION OF IFAD/NGO CONSULTATIONS

4. Over the years, the IFAD/NGO Consultations have provided a forum for close interaction between selected development NGOs and IFAD on a number of policies and operational issues of common concern. The meetings have contributed to forging stronger partnerships around common



objectives. They have also offered unique opportunities for IFAD to tap valuable NGO knowledge and know-how which may, in time, contribute both to increasing the responsiveness and sustainability of the Fund's development operations and to strengthening its role as a knowledge institution on poverty and poverty alleviation.

5. Nine consultations have been held to date. Annexes I, II and III, respectively, contain a brief overview of past IFAD/NGO Consultations, and the terms of reference of the Consultation and of the IFAD/NGO Advisory Group.

6. Since the Fifth IFAD/NGO Consultation in 1994, discussions have been organized around themes, the most recent of which were "Rural People's Organizations"; "Land Degradation and Poverty"; "Capacity Building at the Local Level"; "Area Development Programmes for Sustainable Resource Management"; and "Networking and Cooperation Mechanisms".

7. Over the years, approximately 200 NGOs, of which 50% work with IFAD in the field, have participated in the Consultations. Their participation has contributed to the enhancement of IFAD's outreach in the NGO community; to strengthening the recognized good will that exists within that community and which IFAD regularly draws upon; and to facilitating the selection of the most suitable NGO partners in the field.

IV. EMERGING STRATEGIC ISSUES AND DIRECTIONS

8. As part of its strategy to increase the responsiveness and sustainability of development investments in terms of the rural poor, IFAD is increasingly engaged in providing support to the decentralized planning and administration of public services, community participation in public resource planning, and direct community action to service community needs – areas in which many NGOs have acquired years of experience.

9. It was recognized by management that, if IFAD wished to improve its approach and operations in that arena, it would need to tap more systematically into NGO experience and scale up its partnerships with such organizations at the field level. As a first step in that direction, the Ninth Consultation dedicated an entire session to examining four major questions that IFAD considers critical to cost-effective support to decentralized local development and community development planning (see paragraph 11, Annex I). As a result of those discussions, it was unanimously agreed that the theme of the Tenth Consultation should be "IFAD/NGOs/Governments: Tripartite Partnerships for Poverty Alleviation and Food Security through Projects and Programmes".

10. The IFAD/NGO Advisory Group and the IFAD/NGO focal points subsequently recommended that a substantive overview paper should be prepared, drawing on a number of in-depth case studies on successful experiences or cases illustrating recurrent and prototypical constraints and bottlenecks. It was also recommended that, to give adequate time for the preparation of the studies and the assessment/consolidation of their findings, the Tenth IFAD/NGO Consultation should take place in June 2000 rather than in 1999. IFAD management endorsed those recommendations.

11. A consensus emerged among the IFAD/NGO Advisory Group, IFAD/NGO focal points and IFAD management that the deliberations and outcome of the Consultation would be significantly enhanced if it were to be held in a Member State as that would enable participants to visit a nearby IFAD project with critical NGO involvement.

12. It was decided that the Tenth IFAD/NGO Consultation would be held in Pune, India, where the Maharashtra Rural Credit Project, which involves a number of NGOs, is being implemented. Finally, given the theme of the Consultation, the participation of government representatives associated with projects covered by the case studies was also deemed essential.



V. TENTH IFAD/NGO CONSULTATION

The Preparatory Process

13. In line with the foregoing, each PD regional division has started work on an in-depth case study of a project to illustrate major issues relevant to the theme of the Consultation and to identify and assess: (i) the most effective mechanisms for fostering meaningful IFAD/NGO/government partnerships; (ii) the constraints most frequently faced; and (iii) the value-added of NGO participation. Although focusing on specific experiences and lessons learned, to the degree feasible, the studies will also identify and explain concrete ways in which NGOs collaborate as active partners in IFAD loans; and, in that context, assess how easy or otherwise it is to work with NGOs by, inter alia, obtaining views from different actors. The detailed terms of reference for the studies are provided in Annex IV.

14. The projects selected for the case studies were: the North-West Agricultural Services Project, Armenia; Microfinance and Marketing Project, Benin; Agricultural Development Project for Peasant Communities and Smallholders of the Fourth Region, Chile; Maharashtra Rural Credit Project, India (to be visited by Consultation participants); and the Southern Province Household Food Security Programme, Zambia.

15. The overview paper is expected to consolidate the findings and recommendations of the case studies, make pertinent comparisons, identify country/region differences and propose policy issues for discussion at the Consultation.

16. The theme of the Consultation has solicited considerable interest among institutions such as the Food and Agriculture Organization of the United Nations, United Nations Development Programme, World Bank and some regional banks, and there is every reason to believe that they will actively participate. A number of government officials associated with the case studies have also indicated their interest in attending. Finally, some major NGOs have confirmed their readiness to attend and to contribute to the cost of their participation.

17. One of the outcomes of the preparatory process is that it has led to in-house discussion and awareness building across regions with regard to diverse realities and experiences and to a number of common concerns impinging upon IFAD's collaboration with NGOs and governments.

Objectives and Expected Outcomes

18. The immediate objectives of the Tenth Consultation are to provide for meaningful and frank interaction and exchanges on the chosen theme and to generate a set of concrete recommendations for the partners: IFAD, governments and NGOs. Beyond that, through the case studies and their analysis from diverse perspectives, IFAD will obtain valuable knowledge and lessons from its collaboration with NGOs and valuable feedback from a number of important stakeholders, including the governments themselves. Consideration will be given to publishing the Report on the Consultation, including the case studies and the overview paper.

19. It is expected that the case studies, together with the overview paper and the Consultation, will provide invaluable elements/inputs for articulating a general policy on IFAD/NGO collaboration. The need for such a policy has been recognized by the Executive Board and during both the internal audit of the IFAD/NGO Extended Cooperation Programme and the ECP desk assessment recently undertaken by OE.

20. Thanks to field trip to the Maharashtra Rural Credit Project, the Consultation will provide IFAD staff with an opportunity for the cross-fertilization of experiences – a rare opportunity indeed.

**Budgetary Implications**

21. In terms of both scope and expectations, the Tenth IFAD/NGO Consultation clearly marks a departure from the past, as dictated by IFAD's evolving strategic directions and corporate objectives and, to a great extent, the importance of the theme chosen. This more comprehensive approach, however, has budgetary implications inasmuch as the cost of the Consultation will be significantly more than USD 100 000, which was approximately the cost of previous Consultations held at IFAD headquarters.

**ESTIMATED BUDGET FOR THE TENTH IFAD/NGO CONSULTATION
(Including NGO Contributions)**

Description	USD
A. 40 NGO participants	
• Travel (economy class airfares as per Summertime travel agency estimates)	107 093
• Daily subsistence allowance (DSA) at Pune, India, for 7 days at USD 90 per day	25 200
B. IFAD secretariat (5 staff)	
• Estimated fare: USD 2 000 + USD 108 terminals for five persons	10 540
• 11 nights in Pune at USD 90 x 5 + 1 night in Bombay for 5 staff at USD 191	5 905
C. Headquarters and local temporary support	
• Pune local staff (2 secretaries for 6 days/4 conference room messenger for 4 days/2 tape-recording clerks for 3 days/2 photocopier operators for 4 days/other technical staff for 4 days)	3 000
• Headquarters support staff and overtime in Pune G3 clerk typist for 60 days: USD 4 640 Overtime for headquarters support staff: USD 3 100	7 740
Conference facilities – auditorium/meeting rooms/equipment/telephones	9 104
D. Interpreters Fee + DSA + travel	42 876
Finalization/translation of documents (5 case studies and 1 overview paper)	17 600
E. Field trip and transportation costs Vehicle rental in Pune/Transportation in Bombay	1 500
F. Miscellaneous (Shipment/insurance/hospitality)	7 00
Subtotal	237 558
G. Contingencies (5%)	11 878
Grand Total	249 436
NGO contributions – Travel: USD 24 840 + DSA: USD 5 040	(29 880)
IFAD ECP Grant	219 556
Rounded up to	<u>220 000</u>



22. In accordance with Governing Council Resolution 52/XI, IFAD has approached the Government of India with a view to obtaining permission to use part of its non-convertible currency contribution to IFAD to cover local expenses associated with the Consultation, amounting to the equivalent of USD 50 000. IFAD has every reason to believe that such permission will be granted.

VI. RECOMMENDATION

23. The Executive Board is invited to approve the allocation of USD 220 000 equivalent from the grant allocation for the IFAD/NGO Extended Cooperation Programme (ECP) for 2000 to enable it to hold the Tenth IFAD/NGO Consultation in Pune, India. Such amounts from IFAD's holdings of non-convertible currency contributions in Indian rupees as may be used for the Tenth Consultation shall reduce the amount taken from the grant allocation for the ECP.

BRIEF OVERVIEW OF PAST IFAD/NGO CONSULTATIONS

1. In order to explore ways and means of strengthening its partnerships with NGOs, IFAD has held a number of meetings with international, northern and southern NGOs. In January 1990, the governing bodies of IFAD approved the convening of annual IFAD/NGO Consultations.
2. The first such Consultation, held in May 1990, was attended by 33 NGOs, of which 14 were from the South, 13 from Europe and six from North America. In addition, a representative of the African Development Bank (AfDB) attended the Consultation in an observer capacity. The Consultation provided a forum for dialogue between the Fund and representatives of the NGO community concerning past, ongoing and future cooperation activities.
3. During the First Consultation, discussions centred on four major issues: (i) opportunities for and constraints to IFAD/NGO collaboration; (ii) IFAD's evolving approach to NGO collaboration in project design and implementation; (iii) the Fund's approach to environmental sustainability and rural poverty alleviation as an opportunity for cooperation with NGOs; and (iv) IFAD's 1990 lending programme, in terms of possibilities for greater involvement of NGOs in its projects. The Consultation made a number of specific recommendations, including the formation of a consultative group of NGOs to collaborate with IFAD in preparing for subsequent Consultations and provide advice regarding future IFAD/NGO cooperation.
4. The Second Consultation, held in June 1991, was attended by 23 NGOs, of which 11 were from the South, 10 from Europe and two from North America. Representatives of the AfDB and the United Nations Non-Governmental Liaison Service attended the Consultation in an observer capacity. One of the main purposes of the Consultation was to evaluate the effectiveness of IFAD/NGO cooperation through the assessment of two case studies. The terms of reference of the annual Consultations and the IFAD/NGO Advisory Group were reviewed, as was IFAD's project pipeline. Individual meetings were organized between NGO representatives and the IFAD Country Portfolio Managers to examine specific project-related proposals for collaboration. During the Consultation, it was also agreed to establish a database of successful and replicable NGO projects.
5. The Third Consultation, held in April 1992, was attended by 24 NGOs, of which 15 were from the South, six from Europe and three from North America. During the course of the Consultation, the IFAD/NGO Advisory Group presented a report on its activities, and the Group's terms of reference and method of electing its members were approved. A summary was provided of action taken by IFAD during the past year to enhance its collaboration with NGOs, and the meeting discussed case studies presented by two NGOs on how the needs of the beneficiaries were assessed by the NGOs and the beneficiaries themselves. A number of lessons of experience were drawn from both case studies. The Consultation was also broken down into regional groups, which met with concerned PD regional divisions to examine how and to what extent NGOs could cooperate with the Fund, either in project design and/or in implementation.
6. The Fourth IFAD/NGO Consultation, held in April 1993, was attended by 31 NGOs, of which 20 were from the South, six from Europe and five from North America. With a view to further improving the Consultation's focus, the meeting discussed, inter alia, the question of providing credit to the rural poor. To that end, three case studies by NGOs on their experience in credit delivery and IFAD's paper on 16 closed credit projects were reviewed and discussed. In considering the general lessons drawn from the three case studies and IFAD's experience, the meeting touched upon issues such as the importance of defining the target group; the viability of credit institutions; the need for careful prior assessment of beneficiary needs; the importance of community participation; the need to mobilize savings; the importance of marketing and of establishing a remunerative pricing policy to ensure the success of credit projects; the need to establish guarantee funds under specific conditions; the



ANNEX I

importance of promoting or ensuring democracy and transparency in credit and rural financing systems as a whole; and ensuring equitable access to credit for rural women. IFAD provided information on its current project pipeline, highlighting project components that lent themselves to support or collaboration with NGOs. IFAD also distributed information on a number of successful NGO experiences suitable for replication.

7. Thirty-one NGOs, of which 22 were from the South, five from Europe, three from North America and one from Japan attended the Fifth Consultation, held in April 1994. The theme for discussion was "Rural People's Organizations". Three case studies on people's participation were drawn from the experiences of NGOs working at the local grass-roots, national and international levels. An IFAD background document entitled "Partnership and Participation: Necessary Elements for Poverty Alleviation" was circulated to provide illustrations of its experience in that area. Some of the most important points that emerged during the discussions were that: (i) if long-term sustainability was the goal, institution-building must be a main NGO/project objective; (ii) in promoting NGOs, IFAD and other international financial institutions must avoid damaging well-established small farmers' organizations, e.g. cooperatives; (iii) the incorporation of people's participation might help to reduce project costs, improve sustainability and provide greater possibilities for replication; (iv) two of the prerequisites for successful participation were that the groups involved had analysed the existing power structure, paying particular attention to the possibility of interaction with other institutions, and that NGOs should not duplicate existing services; and (v) to avoid dependency, NGOs should be cautious of accepting external financing unless it was proposed as seed money for group formation or other similar activities. Participants at the Consultation were able to meet with representatives of IFAD's regional divisions and to discuss ways of involving NGOs in the IFAD project process.

8. The Sixth Consultation, which took place in June 1995, was attended by 30 NGOs, 15 of which were from developing countries. The theme selected was "Land Degradation and Poverty", because of its relevance to IFAD's operations and the recent adoption of the United Nations Convention to Combat Desertification (CCD). The Consultation was followed by a one-day symposium on the same theme, held at the seat of the Italian Parliament. Two papers on drought-mitigation strategies were presented — one by IFAD and another by an NGO. IFAD's paper concentrated on recent developments in the perception of drought and effective intervention strategies for reducing its adverse effects, particularly at the rural household level and by the farmers themselves. Effective intervention strategies, which must be launched well in advance of emergency actions, included on-farm improvement of water retention and management techniques; building on farmers' knowledge; drought-resistant crop development, including perennials; stronger rights for users of common property resources, which farmers relied on as a reserve resource; greater off-farm employment opportunities; and improved rural communication and trade systems. The NGO paper summarized the experiences of Southern NGOs, community-based organizations, governments and international NGO networks on farmer-centred development for alleviating the consequences of desertification.

9. The Seventh Consultation took place in June 1996, and was attended by 32 NGOs, 19 of which came from developing countries. The theme "Capacity-Building at the Local Level" was linked to the previous year's focus on land degradation and poverty. The recommendations of the Consultation were conveyed to the Forum on Local Area Development Programmes, jointly organized by IFAD and the Interim Secretariat of the CCD. Participants discussed the challenges facing NGOs working with governments to influence sectoral policies, and claimed that challenges included governments' lack of appreciation of civil society, conflict between short and long-term perspectives, inadequate institutional thinking on the part of governments, and lack of NGO capacity. Recommendations included the following: (i) people at the local level should choose their own development partners and make decisions on priorities only after analysing their situation; (ii) emphasis should be placed on developing people's, particularly women's, capacity to negotiate; (iii) governments should decentralize policies, enhance communication and information dissemination, and provide vocational training programmes for



local communities; and (iv) the work of governments and donor agencies should be more closely coordinated, thereby encouraging and sustaining NGO initiatives to strengthen local capacity.

10. The Eighth Consultation, held in October 1997, was attended by 36 NGOs, 21 of which were from the South. The theme selected was “Local Action Development for Sustainable Resource Management”. Three case studies were discussed: “Assessment of the Impact of Desertification on Local Economies Combating Desertification”; “Assessment of the Capacity of Local Institutions to Respond to Challenges”; and “Improving Microfinance Capacity Building”. Lessons drawn focused mainly on the NGOs’ roles as intermediaries in transmitting lessons of experience to local communities and peasants’ organizations. Participants stressed the importance of new forms of organization and incentives to mobilize people and stated that problems of legislation often prevented NGOs from operating in development-oriented commercial activities, such as rural financial markets. The issues of strengthening IFAD/NGO partnerships and NGO capacity building were also discussed. On the basis of working group discussions, participating NGOs recommended that IFAD should: (i) appoint a number of NGOs as focal points to enhance information flows and extend linkages between IFAD’s knowledge network and the NGO community; (ii) innovate mechanisms for ensuring NGO participation in the design, implementation and evaluation of IFAD’s loans; (iii) support training programmes to build up the project design capacities of NGOs; (iv) act as a catalyst for improved North-South partnerships which move away from the traditional donor-recipient model; (v) conduct a critical analysis of best practices for use by NGOs and governments; and (vi) develop strategies and criteria for involving NGOs at different levels of policy-making in implementing the CCD. Finally, the Consultation agreed to extend the IFAD/NGO Advisory Group’s mandate from two to three years on an experimental basis and to increase the number of NGOs in the group from four to six.

11. The Ninth Consultation was held in Cairo, Egypt, in December 1998 – the first Consultation to be held outside IFAD’s headquarters. The theme for discussion was “Networking and Cooperation Mechanisms”. Participant included observers from local and international organizations, 35 NGOs of which 23 were from the South, and IFAD staff. Existing modalities of collaboration between NGOs and a number of major regional and international institutions were reviewed. An in-depth presentation was made on collaboration between African NGOs and the AfDB, both from AfDB’s perspective and from that of one of its major NGO interlocutors, Inades Formation. As an outcome of the discussions, the participants recognized:

- the urgent need to make a careful assessment of the value-added of NGO collaboration and to decide upon criteria, indicators and measurements of such assessments;
- the great burden unintentionally put upon NGOs to adapt to the diversity of application, reporting and accounting procedures within multilateral organizations (MLOs); and
- the lack of proper incentive structures to encourage operational staff from MLOs to further intensify NGO partnerships.

12. Intensive discussions were also held on (i) the division between policy dialogue and advocacy and field-level operations; (ii) the claim by many NGOs that they represent the universe of civil society; and (iii) the selection criteria for, and responsibilities of, NGOs participating in policy dialogue with MLOs. In addition, there was broad consensus that organizational re-engineering and reinventions were not the exclusive obligation of international agencies, but that NGOs should also pursue them.

13. An entire session of the Consultation was devoted to an exchange of views and experiences on decentralized local development and community development planning. Four major questions were discussed in working group meetings:



ANNEX I

- How to promote a process in which community participation and priority setting becomes a normal and self-sustaining system within the rural situation.
 - How to ensure that the marginalized and the poorest have a strong voice in community-based participatory processes.
 - How to ensure the support of government and non-government structures for community-led planning.
 - Within the context of decentralization, how NGOs can promote ownership without national governments losing their sense of “project ownership”.
14. The most important issues/recommendations brought back to the Consultation were that:
- primary stakeholders should be identified from the very start of the project planning process, and the scope of activities, degree of authority and sphere of influence delineated very carefully so as to guarantee the development and maintenance of the necessary sense of ownership by all parties involved;
 - the main principles guiding that process should be: use of clear selection criteria by partners; pluralism; decentralization; a bottom-up approach; and continuous participation of all stakeholders, from design to evaluation;
 - participation of the private sector (stressing the involvement of the local business community) should be sought;
 - the need to change dominant attitudes and behavioural patterns on the part of all stakeholders involved; and
 - IFAD should take a lead in identifying best practices and mechanisms to foster such multi-stakeholder participation and provide a forum for the exchange and cross-fertilization of such information.
15. As a way of further focusing on IFAD’s operations, the Ninth Consultation included a visit to the IFAD-supported Newlands Agricultural Services Project, thus providing the opportunity for a frank and open exchange of views among participants. The recommendations and suggestions proposed during the Consultation were forwarded to the appropriate officers for further action.

The IFAD/NGO Advisory Group

16. The IFAD/NGO Advisory Group was set up in 1990 to facilitate preparation of the annual Consultations. The six NGO members of the Group are elected by NGOs participating at the Consultation and take office as soon as the election results are endorsed. The terms of reference of the Consultations and of the IFAD/NGO Advisory Group are presented in Annexes II and III. The Group, which meets twice yearly, is responsible for submitting recommendations to IFAD management on the choice of Consultation themes and on the NGOs to be invited to the Consultations, with due account taken of the principles of rotation, adequate geographical distribution, presence of umbrella NGO networks, and of people’s organizations and farmers’ associations. The Consultation themes also guide the selection of participating NGOs.



TERMS OF REFERENCE FOR THE ANNUAL IFAD/NGO CONSULTATIONS

Mandate

The Consultation:

- provides a framework for strengthening IFAD's overall collaboration with NGOs and a forum for policy dialogue and exchanges of operational experiences, knowledge and lessons learned;
- facilitates the involvement of NGOs as IFAD's partners and promotes mutual cooperation; and
- suggests areas of pilot activities that can lay the groundwork for future IFAD interventions.

Participation

- NGO participation is on a rotating basis and reflects a geographic balance both between regions and between local and international NGOs.
- The Consultations are co-chaired by two NGOs and IFAD staff members. NGO participants, prior to the commencement of each Consultation, elect the NGO co-chairmen.
- In order to ensure appropriate coordination, the IFAD/NGO Advisory Group was set up to assist in the preparation of each Consultation.



TERMS OF REFERENCE OF THE IFAD/NGO ADVISORY GROUP

1. The IFAD/NGO Advisory Group was established in 1990, shortly after the first IFAD/NGO Consultation was held.
2. Membership includes six members and six alternates chosen from NGOs and seven IFAD staff members, with tenure not exceeding three years. NGO participants at the Consultation elect new members. The Group meets twice yearly: immediately after a Consultation and two-to-four months prior to the next.
3. The main responsibilities and functions of the Group are to:
 - (a) recommend Consultation themes to IFAD management;
 - (b) review the list of NGOs that IFAD proposes to invite to the Consultations on the basis of the criteria stipulated in the terms of reference of the Consultation;
 - (c) draw up the agenda of annual Consultations;
 - (d) explore possible financing modalities for NGO participation, including ways and means of encouraging donor NGOs to assist in the funding of participants at the Consultations, particularly those from the South; and
 - (e) discuss IFAD policies, procedures and operations of relevance to IFAD/NGO collaboration;
4. Review and evaluate:
 - (a) prior to the next Consultation, progress made in implementing the recommendations of the previous one, both by IFAD and the NGOs; and
 - (b) immediately after each Consultation, the effectiveness of the Consultation process with a view to proposing ways and means of improving it.
5. Undertake other assignments or mandates as requested by the Consultation.



CASE STUDIES ON IFAD/NGO/GOVERNMENT COLLABORATION TO BE SUBMITTED TO THE TENTH IFAD/NGO CONSULTATION

1. The theme chosen for the Tenth IFAD/NGO Consultation is “IFAD/NGOs/Governments: Tripartite Partnerships for Poverty Alleviation and Food Security through Projects and Programmes”. Each regional division of PD will undertake a case study on a particular project experience that best illustrates specific aspects of the Consultation theme. In so doing, the studies will attempt to identify and assess (i) the most effective mechanisms for fostering meaningful IFAD/NGO/government partnerships; (ii) the constraints most frequently faced; and (iii) the value-added of NGO participation. The case studies, which will also provide the basis for an overview paper, should take account of the questions posed in the paper “Decentralized Local Development and Community Planning,” submitted to the last IFAD/NGO Consultation, as the selection of the theme for the Tenth Consultation has its origin in the discussions on that paper.

2. The projects to be studied should be selected on the basis of the following criteria: (i) they should be part of IFAD’s mainstream portfolio; (ii) NGO involvement should be long-term and broad-based rather than limited to a small and marginal component; (iii) NGO activities must be covered by loan resources and not by a grant; and (iv) stress should be placed on the lessons to be drawn rather than on successful implementation.

3. The proposed outline of the studies is given below:

I. Introduction

- Rationale for choosing the particular case study

II. The Project

- Project area and target group
- Objectives and expected outcomes
- Description of activities
- Implementation arrangements (organization and management)

III. The Country Context

- Overview of government policy on NGOs
- Legal framework for NGO creation and operations
- NGO-government relations
- NGO-private-sector relations
- Roles and functions of NGOs in the country

IV. The NGO Partner

- Mandate
- Objectives
- Record of experience
- Expertise/specialization
- Methods of operations
- Funding sources (local: government and private sector; external: international financial institutions (IFIs), bilateral, other external NGOs)
- Human resources



- Equipment and infrastructure
- Relations with local and central government
- Relations with community
- Record of operations and experience

V. NGO/IFAD/Government Project Collaboration

- Origin and history of NGO collaboration in a multilateral/government-funded public-sector investment project (selection criteria used, timing, nature and scope of involvement, role and responsibilities)
- Government openness to NGO involvement
- Concrete activities implemented by NGO within the project
- Funding of NGO activities (loan funds, grant funds, own resources) and impact of funding source on NGO performance
- Relationship between NGO and government activities (substitute for, or complement government services; expand or deepen outreach of government)
- Nature and quality of NGO/project management unit collaboration
- Nature and quality of NGO/local government collaboration
- Constraints encountered (institutional, target group, physical, financial, ownership issues, etc.)
- Benefits to the project from NGO collaboration and measures of effectiveness used (i.e. cost-effectiveness and value-added, pace of project execution, effective participation, sustainability, profitable linkages between central government, local government and local communities)
- Community perceptions of NGO and government involvement
- NGO perceptions of community and government involvement
- Government perceptions of NGO and community involvement
- Government reaction to NGO performance
- Impact on NGO of association with government and IFAD (NGO membership, constituency, management, staffing, operations, skills and experience acquired, including capacity to promote local ownership without jeopardizing project ownership by national governments)
- Impact of association with NGO on government (attitudinal changes, operations, policies, frequency of dialogue and consultations, relationship with communities)
- Impact of association with NGO on IFAD (new systems introduced)

VI. Conclusions

- Recommendations/views of government officials and local authorities to increase likelihood of positive outcomes
- Recommendations by NGO to IFAD to increase likelihood of positive outcomes
- Recommendations by IFAD to NGO to increase likelihood of positive outcomes
- Lessons learned and outstanding issues

4. Preparation of the studies, the length of which should be no less than 25 single-line space A-4 pages, will involve fieldwork.

5. While IFAD has overall responsibility for preparing the case studies, the active participation of NGOs involved will be sought to the extent possible. In addition, an effort will be made to examine experience with NGOs from the North and the South and the role of both central and local government authorities. Finally, it is not intended to assess projects per se, but to review the quality of government/IFAD/NGO partnerships and the effects of those partnerships on the projects.