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**IFAD**  
**INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT**  
**Executive Board – Seventy-Ninth Session**  
Rome, 10-11 September 2003

**REPORT AND RECOMMENDATION OF THE PRESIDENT**

TO THE EXECUTIVE BOARD ON PROPOSED

**TECHNICAL ASSISTANCE GRANTS**

FOR

**AGRICULTURAL RESEARCH AND TRAINING**

BY

**NON-CGIAR-SUPPORTED INTERNATIONAL CENTRES**

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## TABLE OF CONTENTS

<b>ABBREVIATIONS AND ACRONYMS .....</b>	<b>iii</b>
<b>PART I - INTRODUCTION.....</b>	<b>1</b>
<b>PART II - RECOMMENDATION .....</b>	<b>2</b>
 <b>ANNEXES</b>	
<b>I. THE UNITED NATIONS DEVELOPMENT FUND FOR WOMEN (UNIFEM) – SOUTH ASIA REGIONAL OFFICE: MAINSTREAMING GENDER IN POVERTY REDUCTION IN ASIA: PROGRAMME SUPPORT FOR POLICY ANALYSIS, ADVOCACY AND NETWORKING TO ADDRESS GENDER INEQUALITIES AND THE VULNERABILITY OF WOMEN</b>	<b>5</b>
<b>II. THE FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS (FAO): EXPANSION OF THE FARMERS FIELD SCHOOLS PROGRAMME IN EASTERN AND SOUTHERN AFRICA</b>	<b>10</b>
<b>III. THE CENTRE ON INTEGRATED RURAL DEVELOPMENT FOR ASIA AND THE PACIFIC (CIRDAP): UPSCALING AND LINKING ORGANIZATIONS OF THE POOR: LEARNING FROM EXPERIENCES OF CIVIL-SOCIETY ORGANIZATIONS AND IFAD PROJECTS IN ASIA</b>	<b>15</b>
<b>IV. THE INTERNATIONAL DEVELOPMENT RESEARCH CENTRE (IDRC): PROGRAMME TO DEVELOP A KNOWLEDGE GENERATION AND SHARING NETWORK IN THE NEAR EAST AND NORTH AFRICA (NENA) REGION (PHASE I)</b>	<b>20</b>





## ABBREVIATIONS AND ACRONYMS

ANGOC	Asian NGO Coalition for Agrarian Reform and Rural Development
CBO	Community-based organization
CGIAR	Consultative Group on International Agricultural Research
CIRDAP	Centre on Integrated Rural Development for Asia and the Pacific
CSO	Civil-society organization
FAO	Food and Agriculture Organization of the United Nations
FFS	Farmers field school
ICT	Information and communications technology
IDRC	International Development Research Centre
IPM	Integrated pest management
IT	Information technology
NENA	Near East and North Africa
NGO	Non-governmental organization
PLEA	Participatory Processes: Learning from NGO Experience in Asia and the Pacific
SARO	South Asia Regional Office (UNIFEM)
TAG	Technical assistance grant
UNIFEM	United Nations Development Fund for Women





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

I submit the following Report and Recommendation on four proposed technical assistance grants (TAGs) for agricultural research and training to non-CGIAR-supported international centres in the amount of USD 2 740 000.

**PART I - INTRODUCTION**

1. This report recommends the provision of IFAD support to the research and training programmes of the following international centres not supported by the Consultative Group on International Agricultural Research (CGIAR): the United Nations Development Fund for Women (UNIFEM) - South Asia Regional Office, the Global Integrated Pest Management (IPM) Facility at the Food and Agriculture Organization of the United Nations (FAO), the Centre on Integrated Rural Development for Asia and the Pacific (CIRDAP) and the International Development Research Centre (IDRC).

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

- I. The United Nations Development Fund for Women (UNIFEM) - South Asia Regional Office: Mainstreaming Gender in Poverty Reduction in Asia: Programme Support for Policy Analysis, Advocacy and Networking to Address Gender Inequalities and the Vulnerability of Women;
- II. The Food and Agriculture Organization of the United Nations (FAO): Expansion of the Farmers Field Schools Programme in Eastern and Southern Africa;
- III. The Centre on Integrated Rural Development for Asia and the Pacific (CIRDAP): Upscaling and Linking Organizations of the Poor: Learning from Experiences of Civil-Society Organizations and IFAD Projects in Asia; and
- IV. The International Development Research Centre (IDRC): Programme to Develop a Knowledge Generation and Sharing Network in the Near East and North Africa (NENA) Region (Phase I).

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

4. The strategic objectives of IFAD's support for technology development relate to: (a) IFAD's target groups and their household food-security strategies, specifically in remote and marginalized agro-ecological areas; (b) technologies that build on traditional knowledge systems, are gender-responsive and enhance and diversify the productive potential of resource-poor farming systems by improving productivity and addressing production bottlenecks; (c) access to productive assets (land and water, financial services, and labour and technology, including indigenous technology) and sustainable and productive management of such resources; (d) a policy framework that provides the rural poor with an incentive to reach higher levels of productivity, thereby reducing their dependence



on transfers and (e) an institutional framework within which formal and informal, public and private-sector, local and national institutions provide services to the economically vulnerable, according to their comparative advantage. Within this framework, IFAD also intends to develop commodity-based approaches to the economic problems of rural poor. Finally, the establishment of a consolidated network for knowledge-gathering and dissemination will enhance the Fund's capacity to establish long-term strategic linkages with its development partners and to multiply the effect of its agricultural research and training programmes.

5. The TAGs proposed in this document respond to the foregoing strategic objectives. The TAG on scaling up and linking organizations of the poor (CIRDAP) will address the first objective of IFAD's *Strategic Framework for IFAD 2002-2006*, namely, strengthening the capacity of the rural poor and their organizations, as it is intended to design and implement sustainable community-based organizations and to promote upscaling and policy linkages through the clusters and federations of these organizations. The TAG on mainstreaming gender in poverty reduction in Asia (UNIFEM) will address all three strategic objectives of IFAD. The expansion of the Farmers Field School Programme in Eastern and Southern Africa would, through its focus on the empowerment of farmer groups and on enabling these groups to enhance their agricultural productivity and food security, respond particularly to strategic objectives (a), (b) and (e). The Programme to Develop a Knowledge Generation and Sharing Network in the NENA Region contributes to all of IFAD's strategic objectives by enhancing dialogue, strengthening knowledge-sharing capacities and providing opportunities to share approaches to problems and solutions across IFAD projects in the NENA region. IFAD's long term goal within this pilot activity is to identify, test and develop mechanisms for using information and communications technology tools (ICTs) in ways that strengthen the capacity of the rural poor and their organizations by improving their access to knowledge and technology and by establishing mechanisms for involving them in development dialogue.

## PART II - RECOMMENDATION

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

RESOLVED: that the Fund, in order to finance, in part, Mainstreaming Gender in Poverty Reduction in Asia: Programme Support for Policy Analysis, Advocacy and Networking to Address Gender Inequalities and the Vulnerability of Women, shall make a grant not exceeding two hundred thousand United States dollars (USD 200 000) to the United Nations Development Fund for Women (UNIFEM), South Asia Regional Office, upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board in this Report and Recommendation of the President.

FURTHER RESOLVED: that the Fund, in order to finance, in part, the Expansion of the Farmers Field Schools Programme in Eastern and Southern Africa, shall make a grant not exceeding one million ninety thousand United States dollars (USD 1 090 000) to the Food and Agriculture Organization of the United Nations (FAO) upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board in this Report and Recommendation of the President.

FURTHER RESOLVED: that the Fund, in order to finance, in part, the Upscaling and Linking Organizations of the Poor: Learning from Experiences of Civil-Society Organizations and IFAD Projects in Asia, shall make a grant not exceeding four hundred and fifty thousand United States dollars (USD 450 000) to the Centre on Integrated Rural Development for Asia and the Pacific (CIRDAP), upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board in this Report and Recommendation of the President.



FURTHER RESOLVED: that the Fund, in order to finance, in part, the Programme to Develop a Knowledge Generation and Sharing Network in the Near East and North Africa (NENA) Region (Phase I), shall make a grant not exceeding one million United States dollars (USD 1 000 000) to the International Development Research Centre (IDRC), upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board in this Report and Recommendation of the President.

Lennart Båge  
President





**UNITED NATIONS DEVELOPMENT FUND FOR WOMEN (UNIFEM) – SOUTH ASIA REGIONAL  
OFFICE: MAINSTREAMING GENDER IN POVERTY REDUCTION IN ASIA: PROGRAMME SUPPORT  
FOR POLICY ANALYSIS, ADVOCACY AND NETWORKING TO ADDRESS GENDER INEQUALITIES AND  
THE VULNERABILITY OF WOMEN**

**I. BACKGROUND**

1. The *Strategic Framework for IFAD 2002-2006* recognizes that addressing gender inequalities and increasing women's capabilities are critical preconditions for achieving the Millennium Development Goal of halving the incidence of poverty by 2015. IFAD has developed a Plan of Action to operationalize the principles and objectives relating to gender mainstreaming and women's empowerment as laid out in the strategic framework.

2. Despite the essential productive and reproductive roles of women, women still have significantly less access than do men to resources, assets, knowledge and community management and decision-making. IFAD *Strategy for Rural Poverty Reduction in Asia and the Pacific*, 2002 calls for the enhancement of women's 'agency' through the promotion of gender equality and poverty reduction mainly by the improvement of women's access to productive natural resources and financial services. The priority areas involved in this strategic change include the creation of an enabling environment to enhance rural women's agency by enhancing their capabilities and their effective access to land and other resources, as well as by ensuring the substantial participation of rural women in community management and local governance.

3. It is recognized in IFAD's *Regional Assessment of Rural Poverty in Asia and the Pacific*, 2002, that the problem of unequal gender relations is most acute in South Asia and that this is often justified on the grounds of the nature of the culture and social systems. What begins as the neglect of the interests of women ends in causing adversity that affects the health and survival of all. The expansion of women's capabilities, however, makes a substantial contribution to the lives of all people.<sup>1</sup>

4. Gender relations have been transformed in many Asian countries due to economic changes such as the adoption of open market policies by the former socialist countries in recent years and the negative impact on poverty reduction in many South East Asian countries due to the effects of the Asian financial crisis of the late 1990s. Gender relations have become more complex, and many interlocking dimensions affect women's rights, including the marginal representation of women in community governance and growing domestic and social violence.

5. Some rural areas of Asia have become the focus of conflict and social disruption, resulting, among other causes, from the exclusionary policies of governments in terms of resource and the privatization of community-owned property, which usually excludes women from both the ownership of resources and participation in community management.

**II. RATIONALE AND RELEVANCE TO IFAD**

6. In the first two phases, the programme has undertaken gender analyses and studies of IFAD projects in several countries. Many of the recommendations of these studies have subsequently been incorporated during the implementation of the projects concerned. A summary of some of the main recommendations and their implementation in IFAD projects is given below.

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<sup>1</sup> See Sen, Amartya (2001), "The Many Faces of Gender Inequality", lecture presented at the Radcliffe Institute, *Radcliffe Quarterly* (Summer).



## ANNEX I

- In IFAD projects, the village community has become the main agency in the management of village development funds. Based on the analyses undertaken through the project, scope has been given to women to participate in the North Eastern Region Community Resource Management Project for Upland Areas (India) and for the Women's Union to take up a share of the community management involved in infrastructure construction (Ha Giang, Viet Nam). The study of the impact of savings and credit groups in the Agricultural Diversification and Intensification Project (Bangladesh) showed that these groups have enabled women to escape the confines of seclusion norms by helping them become regular income earners, increasing their mobility and their say in deciding household expenditures and even assisting them in acquiring land in their own names. On the basis of this study, the programme proposed a strategy for gender interventions in Pakistan centred on the development of farm and non-farm activities financed through the provision of microcredit to women.
- In order to increase the scope for women to participate in markets, the programme proposed that the scheme of building separate women's sections in markets be taken up in the Agricultural Diversification and Intensification Project and other IFAD projects in Bangladesh. This is being implemented in these projects.
- In the Lao People's Democratic Republic, gender studies showed that, in efforts to increase women's involvement in weaving and related income-earning activities, it was necessary to promote both labour-saving devices for domestic work and greater sharing of domestic work between men and women. Such steps are visible in the programme.
- With regard to women's access to private productive resources, the Aquaculture Development Project, Bangladesh, shifted its emphasis from treating men as the owners and managers of household ponds to treating women as the owners and managers of these ponds. Project extension and credit for pond aquaculture are both being provided entirely to women.
- Most of the studies point to the importance of training in gender analysis for project staff, for example, the reports of Laos, Cambodia and Indonesia. The programme has undertaken little training so far, but this is now proposed as a substantial activity in the current phase.
- The earlier phase of the programme drafted a manual called "Strategic Gender Interventions in Poverty Reduction Projects in Asia". After being discussed in a workshop of gender experts, this manual is now ready for distribution and application in the field. The manual contains, among other items, a set of indicators for the assessment of the gender impact of projects.

7. A review of the earlier phase of gender mainstreaming in IFAD projects in the Asia and the Pacific programme found that the effort had enabled the Asia and the Pacific Division to evolve a common understanding of gender analysis and to use this approach in project design and implementation. Suggestions made during the gender analyses had been taken up in implementation. The review also concluded that the continued presence of the programme is needed because IFAD is poised to take an important step forward in gender mainstreaming. The review report noted that "The movement towards an appreciation of women's rights has barely begun. Gender awareness and sensitization has to be a continuous input, regular and systematic as its understanding and grasp are uneven."

8. The activities in this phase of the programme will build on various lessons learned during the earlier two phases. Specifically: (a) The gender and poverty reduction strategy manual, completed in the earlier phase, will be published and distributed. The suggested analysis in this manual will also be used to inform project formulation and mid-term review missions. (b) Support for ongoing IFAD projects will build on the recommendations made in the 11 gender strategy and impact studies



ANNEX I

conducted in earlier phases. (c) Gender indicators formulated in the earlier phase will be tested and tried out in different projects.

9. Furthermore, through the earlier phases, there has been a visible effect in the gender sensitization of IFAD staff and IFAD-funded project staff. This effort will be extended through a concentration of the relevant work in IFAD-supervised projects, while seeking the help of IFAD country portfolio managers in extending such regular support to supervision missions of the United Nations Office for Project Services (UNOPS). For this purpose, gender analysis workshops will be conducted for the portfolio management officers of UNOPS, as was done for IFAD country portfolio managers during the earlier phase.

### III. GOALS AND OBJECTIVES

#### Goals

10. Major goals of the programme are to address gender inequalities and the vulnerability of women so as to enable them to overcome their poverty and social marginality, enable their greater and more active participation in community management and local governance and ensure their control and ownership of economic resources.

#### Objectives

11. The programme will have the following objectives:

- to promote women as agents of change in rural development;
- to suggest policy changes within gender relations so as to reduce women's vulnerability to trafficking and HIV/AIDS;
- to redesign gender-responsive rural development projects with attention to women's roles in agricultural production;
- to promote women's ownership rights over land, trees and other productive and financial resources;
- to increase the democratic space for gender-responsive participatory governance in post-conflict situations.

### IV. ACTIVITIES

12. Taking into account the Plan of Action for Mainstreaming Gender into IFAD's Operations, the programme will undertake the following activities:

#### Impact Achievement and Project Cycle

- analysis and studies that will explore issues related to women's access to resources and power at the community and household levels;
- support in the preparation of country strategy opportunities papers and project design;
- support for selected IFAD-funded projects to follow up on the recommendations made in gender strategy and impact studies conducted in earlier phases;
- gender and poverty workshops for the staff of cooperating and collaborating institutions, consultants and project management units;
- the training of trainers on gender issues.



### **IFAD as Catalyst: Policy and Partnerships, Learning and Innovation**

- advocacy for the empowerment of rural women and gender strategic interventions to change the marginalized position of women in society;
- networking for gender equality and to enhance women's agency: through development partners and organizations and individuals engaged in rural development and women's empowerment;
- gender-strategic research to identify innovations in IFAD projects and elsewhere, for example (a) in microfinance institutions: women's agency and ownership rights of productive resources and (b) by addressing gender relations and the vulnerability of women;
- support for the indigenous women's resource centres established during the earlier phase.

### **Accountability and Monitoring**

Gender indicators for monitoring and evaluation, which have been formulated, will be tested through different projects, and the experiences will be shared.

### **Strategic Research**

In collaboration with UNIFEM, research will be conducted on the vulnerabilities of women and on trafficking in indigenous areas of India and Nepal. This research will focus on the vulnerabilities of women to trafficking and to HIV/AIDS by addressing gender relations in areas such as asset ownership, women's agency and identity and women's gendered responsibilities.

## **V. EXPECTED OUTPUTS AND EXPECTED BENEFITS**

- A major output will be the building of grass-roots women's capacities for income generation, effective participation in community management and decision-making and control of resources in IFAD project areas.
- Gender interventions that would enable women's greater and more active participation in local governance and economic activities will be strengthened.
- IFAD staff, collaborating institutions and consultants involved in project design and implementation will benefit from gender-strategic interventions, research studies and training programmes.
- The advocacy and networking activities will help advance IFAD's position and experience in gender mainstreaming. On the basis of the experience of IFAD projects and analysis, it will also help in raising the awareness of IFAD interventions within project and policy circles.

## **VI. IMPLEMENTATION ARRANGEMENTS**

13. The programme will be implemented by the UNIFEM South Asia Regional Office (SARO), New Delhi, India. IFAD has undertaken a number of collaborative programmes with UNIFEM-SARO in the formulation of missions, in the organization of the Global Mountain Women's Conference and so on. This programme will complement previous collaborative initiatives with UNIFEM and other regional partners.

14. A programme coordinator will be recruited by UNIFEM in consultation with IFAD. The coordinator will undertake work in advocacy and networking to identify and interact with a team of



## ANNEX I

regional researchers, consultants and policy analysts. The coordinator will also undertake strategic research studies. Researchers and consultants with a known record in gender research and policy analysis will be identified by the coordinator in consultation with IFAD and UNIFEM-SARO to undertake studies and provide implementation support for IFAD projects.

15. The programme components of gender impact studies and action research and consultancies with IFAD missions, training and workshops in the Mekong countries (Laos, Cambodia and Viet Nam) will be carried out by the office of Gender and Development Studies of the Asian Institute of Technology, Bangkok, Thailand. The total budget allocation for this activity is USD 95 000 for the first two years.

16. The programme will be overseen by a steering committee composed of the regional programme director of UNIFEM-SARO, the regional economist of the IFAD Asia and the Pacific Division, the technical advisor (gender) of IFAD, the coordinator of Gender and Development Studies of the Asian Institute of Technology and the programme coordinator. The steering committee will have the responsibility of approving the programme's annual work plan and budget. Regular progress and financial reports on the programme will be submitted to IFAD. At the end of two years, a review will be carried out by a review mission to be recruited jointly by IFAD and UNIFEM.

### VII. INDICATIVE PROGRAMME COSTS AND FINANCING

17. The total cost of the three-year programme is estimated at USD 550 000. IFAD's contribution from its grant resources will be USD 200 000. The Japanese Government has approved USD 250 000 from its women in development grants, and UNIFEM and The Netherlands Government have agreed to provide USD 50 000 each. The tentative budget breakdown is as follows:

Category of Expenditure	Grant Amount per Category (USD) 3 Years				
	Japan	UNIFEM	Netherlands	IFAD	Total
Personnel costs	75 000		10 000	60 000	145 000
Communication, office supplies and publications	14 000	2 000	6 000	27 000	49 000
Gender impact studies, action research and implementation support for IFAD projects	70 000	45 000	24 000	55 000	194 000
Training and workshops	50 000	3 000	5 000	35 000	93 000
Support for indigenous women's resource centres	12 000				12 000
Subtotal	221 000	50 000	45 000	177 000	493 000
Overhead (13%)	29 000		5 000	23 000	57 000
<b>TOTAL</b>	<b>250 000</b>	<b>50 000</b>	<b>50 000</b>	<b>200 000</b>	<b>550 000</b>



**THE FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS (FAO):  
EXPANSION OF THE FARMERS FIELD SCHOOLS PROGRAMME IN  
EASTERN AND SOUTHERN AFRICA**

**I. BACKGROUND**

1. A farmers field school (FFS) is an externally facilitated, time-bound activity (generally one agricultural season). The FFS brings together a group of 20 to 30 farmers to learn using practical, hands-on methods of discovery learning. Although the FFSs are time bound, many groups formalize their relations and continue study or action projects after the syllabus has finished.

2. The proposed programme would build upon an earlier TAG-financed programme<sup>1</sup> implemented between 1999 and 2002. That programme, which explored whether FFSs could be applied to the specific conditions of Eastern Africa (Kenya, the United Republic of Tanzania and Uganda), played an important role in developing a region-specific model for FFSs. First, instead of focusing on integrated pest management (IPM), the programme developed a more holistic approach known as ‘integrated production and pest management’, which permitted the farmer groups to define their own learning priorities and resulted in a broader syllabus that included both a central ‘focus topic’ (generally based on a key crop or enterprise) and a variety of ‘special topics’. A second, important farmer-led initiative was the establishment of ‘FFS networks’ made up of a paying membership of FFS groups. These networks are starting to take over the role – formerly played by the FFS facilitators – of assisting the groups to identify and access external service providers and inputs and produce markets. Third, during the last year of implementation, in an effort to reduce the budgetary implications of the FFSs, the programme moved away from the grant financing of FFSs to the provision of loans to FFS members.

3. The programme worked with a total of 25 000 farmers. A greater part of these farmers were women (in Kenya, 70%), and the vast majority were drawn from the middle and poorer strata of the communities within which they live. Assessments show that, as a result of what they learned in the schools, group members were able immediately to realize significant yield increases or cost reductions and thereby raise income levels. The FFS experience also bonds the farmer groups, and it gives the members greater confidence in their ability to deal with government staff and market intermediaries. In short, the FFS experience is a means of enabling small farmers to create their own cohesive economic empowerment groups. Some 80-90% of the groups remain together beyond the FFS, engaging in a range of collective commercial activities and conducting additional field trials. Today, there are waiting lists of farmers groups seeking to join the FFS programme.

4. In Kenya, the United Republic of Tanzania and Uganda, there is significant support for the FFSs. In all three countries, the schools are now being set up independently of the programme, in some cases using national budgets, and policy makers are increasingly interested in the FFS approach as an element within the framework of national extension systems.

**II. RATIONALE AND RELEVANCE TO IFAD**

5. Through the previous programme, the development of a locally applied replicable model for the FFSs has begun to emerge. There remains a number of elements of the model to be tested and developed. These would be the focus of the proposed programme.

6. **Financing and Costs.** The programme would refine piloted self-financing mechanisms in order to lower the levels of external budgetary support required and so facilitate the scaling up of the FFS

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<sup>1</sup> TAG No. 427, East African Integrated Pest Management Farmer Field School.



model. In particular, it would build the capacity of the networks to manage the funds that they would lend to the farmers groups to finance the field schools. This approach would be used in those areas where the FFS approach is well established and its value recognized by farmers, though in other areas it may be necessary to rely on at least an element of grant-financing.

7. **Broadening the Scope of Field Schools.** While integrated production and pest management has been a good entry point, the FFSs need to respond in other areas of farmer demand, especially in marketing, savings and credit. These topics would be included within the range of topics to be covered by the FFS programme. In addition, through the training of facilitators, the field schools would become increasingly focused on the issue of HIV/AIDS and appropriate mitigation measures.

8. **FFS Networks.** The programme would work with the networks to identify the types of information they need to provide to their membership and to strengthen their operational capacity to provide services to their membership. Enhancing the ability of the networks to manage the revolving funds for the self-financing of FFSs by farmers would be one element of this.

9. **Scaling Up to Respond to Growing Farmer Demand.** The farmer demand for field schools is increasing rapidly, and there is presently only limited capacity to respond to this demand. The programme would promote the farmer facilitation of the FFSs as a proven means rapidly to scale up coverage, and as such it would refocus on becoming a provider of training for facilitators, including farmers, government staff and the staff of non-governmental organizations (NGOs). Trained facilitators would then be available to provide facilitation services for other projects, and the staff and farmers associated with those projects would be able to participate in the facilitator training activities run under the programme.

10. **Programme Focus Countries and Links to IFAD-Supported Activities.** The programme would be implemented in ten districts in Kenya, Mozambique, the United Republic of Tanzania and Uganda. Mozambican participation would provide a test of the model's ability to be rapidly implemented, using experience and expertise from the existing programme countries, in a different country environment, characterized by low educational levels and literacy rates within the farming population. Strong linkages to other IFAD-supported projects and national programmes would be promoted: in Uganda, with the National Agricultural Advisory Services Programme and the District Development Support Programme; in the United Republic of Tanzania, with the Agricultural and Environmental Management Project and the Agricultural Technology, Information and Extension Services Programme presently being developed; in Kenya, with the South Nyanza Integrated Community Development Programme (currently under development) and, in the medium-term, the expected forthcoming programme to reform agricultural extension services, and in Mozambique, with the PAMA Support Project and the Government's agricultural sector-wide programme, Agricultural Sector Investment Programme (PROAGRI II). A detailed strategy for promoting the relevant linkages in each country would be developed prior to programme start-up.

### III. GOAL, OBJECTIVES AND OUTPUTS

11. The programme aims to enhance the livelihoods of farmers in Eastern and Southern Africa through the development and replication of a low-cost, sustainable and broadbased model for farmer education and empowerment. The programme would:

- promote the institutionalization and scaling up of the FFS approach through the building of local capacity for FFS-service provision and facilitation, the development of self-financing mechanisms for the FFSs and the linking of the programme to other relevant initiatives in the countries;



ANNEX II

- broaden the scope of the FFSs and build the skills and methodologies necessary to enable the promote the institutionalization FFSs to respond to farmer demand relative to issues such as marketing, financial services and HIV/AIDS and
- promote and support the emergent movement of FFS networks and strengthen their capacity to undertake key activities on behalf of their members.

#### IV. KEY PROGRAMME ACTIVITIES

12. The key programme activities are expected to encompass the following.

13. **Scaling Up the FFS Approach within the Participating Countries.** This would be done in collaboration with national extension services, IFAD-supported programmes and the emerging networks. In Kenya, Tanzania and Uganda, the programme would train approximately 75 field school facilitators among government and NGO staff and farmers, conduct 180 field schools per year and provide support to other in-country initiatives seeking to develop an FFS programme. In Mozambique, the programme would organize study tours for key local staff, train 20 FFS facilitators and conduct 50 field schools per year. In all countries, the programme would conduct annual planning workshops, organize regular regional meetings and support exchange visits among FFS farmers.

14. **Developing the Capacity of FFSs and their Networks to Respond to a Broader Range of Issues Important to Farmers, Including Market Linkage, Savings and Credit and HIV/AIDS Mitigation.** This would involve close collaboration with specialist agencies within both governments and NGOs. In all countries, the programme would develop resource materials and provide training to the facilitators in topics, such as those above, that respond to the needs of FFS groups. It would also work with the networks and the FFS groups directly in market-related activities by providing training for network officials in business development skills, upgrading existing market information systems and linking FFS groups to markets, promoting commercial partnerships between the groups and local agribusiness enterprises and organizing annual meetings of local marketing stakeholders.

15. **Strengthening the Capacity of the Networks to Manage Revolving Funds for the Self-Financing of Field Schools.** The programme would develop and adapt training materials on basic methods for the self-financing of field schools, equip the networks with information technology and communication facilities such as computers, telephones and bicycles to enable them to handle their expanding roles, provide network and local government officers with training on the management of revolving funds and establish and supervise revolving funds for FFS financing under the management of the networks.

#### V. IMPLEMENTATION ARRANGEMENTS, MONITORING AND SUPERVISION

16. The Global IPM Facility within FAO would manage the programme. Country-level activities would be managed on a day-to-day basis by four national coordinators. These would report to the coordinator of the Global IPM Facility, who would provide them with regular guidance. The coordinator would also ensure that they benefit from broader support from FAO, including technical backstopping, international facilitation and local staff services, and the coordinator would promote regular exchanges between the national coordinators. The national coordinators would be responsible for the development of annual work plans, which would be collated at the Global IPM Facility and presented to IFAD for approval.



ANNEX II

17. Programme oversight would be provided by a steering committee comprising the programme coordinator, the four national coordinators, the regional economist IFAD Africa II-Eastern and Southern Africa Division and the technical advisor (agriculture) IFAD Technical Advisory Division.

18. The programme would be implemented in close collaboration with the local ministries of agriculture. Facilitators would, in many cases, be ministry staff, as would the technical specialists with whom the field schools would work. In addition, however, the programme would draw upon technical expertise beyond governments. Particularly in the key areas of market-linkage development, savings and credit, and HIV/AIDS awareness and mitigation, it would build collaborative partnerships with NGOs with relevant experience.

19. In each country, partnerships would also be actively pursued with IFAD-financed programmes and other relevant rural development initiatives with a view to scaling up the FFS approach across the region. In addition, as the value of the FFS approach becomes more widely recognized, the programme would increasingly engage in national-level policy dialogue and promote the adoption of FFSs within the new approaches to and the programmes for the extension being developed in all countries.

20. **Monitoring and Evaluation.** An international advisor would support the development and operationalization of the programme's monitoring and evaluation system. The advisor would be expected to work with the programme staff to develop a monitoring and evaluation framework focused on both the programme and the FFS approach that would define the indicators, processes and responsibilities for data collection and analysis. This would be submitted to IFAD as a condition of assuring grant effectiveness.

21. The responsibilities for programme monitoring would be largely internalized and would involve programme staff, the networks and the field school groups. The evaluation element would be subcontracted to local universities, which would be responsible for the analysis of social, economic and household level impacts and would act as advisors for the programme through regular meetings. They would be expected to submit detailed technical reports to IFAD and the Global IPM Facility every six months and to share these in fora that allow interaction between all local stakeholders as part of a learning process continuously to improve the activities of the programme.

22. An annual progress report will be prepared for IFAD to provide an overview of the progress of implementation, including the specific problems encountered and the proposed solutions. An end-of-programme report will be prepared that will summarize the implementation experience, its impact and the lessons learned, and a final programme evaluation may also be conducted.

**VI. PROGRAMME COSTS AND FINANCING PLAN**

23. The total cost of the three-year programme is estimated at USD 1.3 million, broken down as follows:

<b>Cost category (USD)</b>	<b>Cost</b>	<b>IFAD</b>	<b>FAO</b>
Equipment	160 000	160 000	
Training	370 000	320 000	50 000
Consultants	230 000	218 000	12 000
Travel	201 000	156 000	45 000
Monitoring and evaluation contracts	30 000	30 000	
Operating costs	82 000	82 000	
Programme steering committee (13% of IFAD grant)	124 000	124 000	
FAO headquarters staff (9 minimum)	113 000		113 000
<b>Total</b>	<b>1 310 000</b>	<b>1 090 000</b>	<b>220 000</b>

24. The programme would be financed by IFAD through a TAG of USD 1.1 million and by FAO, which would make cash and in-kind contributions worth USD 200 000. Virtually all expenditure under the IFAD grant will be incurred within the programme districts.



**THE CENTRE ON INTEGRATED RURAL DEVELOPMENT FOR ASIA AND THE PACIFIC (CIRDAP): UPSCALING AND LINKING ORGANIZATIONS OF THE POOR: LEARNING FROM EXPERIENCES OF CIVIL-SOCIETY ORGANIZATIONS AND IFAD PROJECTS IN ASIA**

**I. BACKGROUND**

1. Over the past several years, recognition has considerably expanded within IFAD on the need to increase the participation of civil society, in general, and of target beneficiary groups, in particular, in the entire project development cycle. Participation or the active involvement of stakeholders and beneficiaries has been an essential strategy for the success of IFAD's poverty-alleviation projects. IFAD's support for the TAG project, Participatory Processes: Learning from NGO Experiences in Asia and the Pacific<sup>1</sup> (PLEA), 1998-2001, was part of its effort to institutionalize participatory processes in the IFAD project cycle in the region. Among the insights and recommendations for follow-up were:

- the need to pursue participation in projects so as to achieve the genuine empowerment of the poor;
- the need for partnership building and capacity-building to strengthen the institutions of the poor;
- the need to link with 'local champions' (mentors) in countries so as to support the building of coalitions of the poor not as mere implementers of projects, but as institutions in themselves;
- the challenge of making decision-makers aware of grass-roots realities through policy dialogues and learning ways to allow the voices of the poor to be heard;
- the potential role of IFAD as a knowledge entrepreneur in sharing knowledge with other institutions.

2. Meanwhile, the *Strategic Framework for IFAD 2002-2006* stresses that the rural poor, despite their increased vulnerability in a changing world, can overcome poverty if they are enabled to do so. The new approaches emphasize local participation, legally secure entitlements to assets, especially land and water, and the building of social capital so that the poor are empowered to discover and determine ways to improve their own lives. Such a policy shift necessarily involves a new emphasis on building institutions, particularly organizations of the poor themselves, as well as on support for institutions that mediate the access of the poor to assets, technologies, markets and regulatory frameworks.<sup>2</sup>

3. In applying these broad principles to specific IFAD interventions, the *Strategy for Rural Poverty Reduction in Asia and the Pacific* has highlighted the need for empowering the poor, especially by focusing on indigenous peoples and on rural women, who rank among the most marginalized people in the region. Emphasizing a rights-based approach to development, the regional strategy calls for new implementation modalities which include:

- **strengthening the capacities of the rural poor** in local, self-governing institutions so as to build a sense of collective identity and gather social capital through collective actions;
- **building coalitions of the poor** that can provide the poor with an effective voice to promote their access to and protect their interests in political arenas and markets and to make them capable of

<sup>1</sup> A joint project of the Centre of Integrated Rural Development in Asia and the Pacific (CIRDAP) and the Asian NGO Coalition for Agrarian Reform and Rural Development, under TAG 401-CIRDAP.

<sup>2</sup> IFAD, Rural Poverty Report 2001.



## ANNEX III

influencing institutions relevant to rural poverty alleviation, including policies, laws and regulations;

- **building and nurturing strategic partnerships** among community-based organizations (CBOs), civil-society organizations (CSOs) and other support institutions;
- **facilitating policy dialogue and change**, including the reform of property and resource rights, so as to create a broader enabling environment.

## II. RATIONALE AND RELEVANCE TO IFAD

4. IFAD projects have generally incorporated institution building as part of project design, particularly the building of organizations of the rural poor who are the target beneficiaries of the projects. Yet, project-created CBOs tend to function mainly as conduits for project benefits and resources, and their post-project viability often becomes questionable. Furthermore, without effective links at higher levels, CBOs tend to have limited access to markets and limited political influence. Projects rarely set targets for group self-reliance, measure projects in terms of these objectives, or establish a phasing-out strategy that ensures the sustainability of CBO efforts after the projects have ended. Similarly, implementing partners (often NGOs) are rarely assessed on their ability and willingness truly to facilitate the self-reliance of CBOs or to coalesce CBOs into self-governing clusters or federations.

5. The IFAD *Strategy for Rural Poverty Reduction for Asia and the Pacific* has also emphasized the importance of focusing on the less favoured areas such as remote uplands and mountains, marginal coastal areas and rainfed areas. Yet, it is also in these areas that local institutions are generally weak, access to assets and markets are poor and resource conflicts are common. Furthermore, because the empowerment of the poor is a long-term process, it may require a timeframe well beyond that of a typical loan. There is thus a need to examine various experiences and non-loan instruments by which IFAD can directly support or facilitate empowerment processes among the poor so as to bridge support or assure a follow-up to loan projects.

6. The outputs of the earlier grant-funded PLEA project included the documentation of the best practices of CSOs in terms of participation approaches that could be adopted in IFAD projects. In many projects, it was noted that self-help groups have already been created. But how does one build these into a critical mass, into federations, into 'empowered' sectors or organizations of the rural poor? In other countries, the question is: *which* people's institutions should one build or empower when mass organizations already exist? A key learning that emerged was the need for a more continuous process of participation of the rural poor even beyond the project cycle so as to ensure the sustainability of the project and its benefits.

7. Building on the experiences and learning of PLEA, the proposed programme expects to take another step in enabling the rural poor. The proposed programme hopes to document and analyse the best practices of CSOs in terms of the practical approaches, guidelines and mechanisms that can be adapted within the project development and implementation processes of IFAD's Asia and the Pacific Division for capacity-building and scaling up organizations of the poor. Many CSOs in Asia have established a successful track record in building up self-governing institutions of the poor and in coalescing or federating these institutions into larger clusters. Moreover, practical lessons and tools can be adapted from the experiences of people's organizations themselves, such as farmers organizations or indigenous peoples who effectively protect and advocate for their rights, especially with regard to land and resource rights, and are able to articulate and advocate for their interests at higher levels.

8. Over a period of three years, the knowledge gained and the lessons learned through the programme will help build up the level of necessary awareness, knowledge and skills among the staff



of IFAD-funded projects and partners in the Asia and the Pacific region. In this connection, the programme will link up with another grant-funded project, Knowledge Networking for Rural Asia and the Pacific, which will provide a platform for sharing the knowledge and lessons learned among IFAD-funded projects.

### III. GOAL AND OBJECTIVES

9. The overall goal of this programme is “to enable the rural poor through strong coalitions”. The objective is to increase the capacity of IFAD and its partners to:

- design and implement sustainable CBO development actions and
- promote upscaling and policy linkages among CBOs through their clusters and federations.

### IV. KEY PROGRAMME ACTIVITIES AND OUTPUTS

10. **A Review of IFAD Project Experiences in Asia in Building Organizations among the Rural Poor over the Past Ten Years.** The programme will undertake a review of the project formulation process and the institution building components of IFAD projects in Asia and the Pacific, looking particularly at the experiences in building organizations of the rural poor and reflecting on both the successes and the failures, the difficulties and the facilitating factors. Special attention will be taken to document IFAD project experiences in building rural organizations among the primary target sectors, particularly indigenous peoples, rural women and other marginalized people. The study will combine a desk review and field visits to selected projects.

11. **Case Studies of Selected IFAD Projects.** During the review of IFAD projects, selected case studies of IFAD projects will be prepared to promote greater in-depth analysis of the existing practices in projects and of implementing partners that may facilitate or hinder the progress of CBOs towards self-reliance and sustainability.

12. **The Documentation of CSO Experiences and Best Practices in Building Rural Poor Organizations and Coalitions and Relevant Support Institutions.** The programme will identify and document CSO best practices in building the organizations and coalitions of the poor. A special effort will be made to identify best practices in community mobilization aimed at assuring resource and asset rights. An electronic conference on the subject will also be conducted among a wide range of CSOs and interested IFAD staff so as to generate inputs from a bigger group. The documentation and the various reports produced through the studies and the e-conference will be disseminated to IFAD project staff in the Asia and the Pacific region and in other regions, including through the project, Knowledge Networking for Rural Asia and the Pacific.

13. **A Resource Manual or Toolkit.** Through a two-week regional ‘write-shop’ process, some 30 Asian field practitioners and IFAD staff will be convened to write, analyse and systematically draw lessons from their first-hand experiences in capacity-building and in scaling up and building linkages among organizations of the poor. Through this peer-review, a broad range of topics will be covered, including practical lessons and tools in, for example, inter-group negotiations, building multi-stakeholder support groups and alliances, and community mobilization. The expected output will be a resource manual compiling field-tested practices that are presented in short, reader-friendly and well-illustrated articles. The manual will be utilized as a basis for drawing up a general training curriculum for project staff and partners that will be field tested through in-country capacity-building workshops. This resource manual will be disseminated in both published and electronic formats to IFAD, project staff, partners and other field practitioners.



14. **In-Country Capacity-Building Workshops and Activities for IFAD Project Staff, CBOs and CSOs.** Drawing on the learning and the best practices identified through the review of IFAD Asia's project experiences, the documentation of CSO experiences and the toolkit and resource manual, capacity-building workshops and activities will be organized for key staff and partners of IFAD projects in various countries. Relevant CSO and other expertise will be tapped to offer training inputs in areas that are critical to the building of rural poor coalitions, as well as to provide mentoring services. The inputs and expertise for training are expected to be supplied largely through the resource manual. Capacity-building activities will be based on particular project needs and contexts and may vary to include hands-on training and the development of training curricula, multi-stakeholder workshops, inter-group facilitation, study visits, and participatory institutional assessment and planning activities. It is expected that in-country development interventions will directly involve five countries – Indonesia and The Philippines in South-East Asia, Bangladesh and India in South Asia and Mongolia in East Asia.

15. **Multi-Stakeholder Regional Workshop.** Towards the end of the programme, a regional workshop will be organized to share the results of the interventions and the tools that have been tested. Recommendations on approaches and mechanisms for IFAD interventions in scaling up and building linkages among organizations of the poor will be presented.

16. The following shows the overall design and framework of the project.

## V. OUTCOMES AND BENEFITS

17. The proposed programme is expected to bring about the following outcomes:

- increased awareness and a greater knowledge base among IFAD staff and project partners in the Asian region regarding the building of organizations and coalitions of the rural poor;
- the strengthened capacity of project staff and CSO partners in implementing field-tested tools and approaches to support and sustain CBO development actions;
- the creation of an enabling and supportive policy environment for CBO upscaling, coalition-building and sustainability in the context of IFAD programming and projects in the Asia and the Pacific region;
- the potential mobilization of CBOs so as to have an impact on policies, especially those related to the political environment of CBOs, as well as on land and resource rights.

## VI. IMPLEMENTATION ARRANGEMENTS

18. The programme of work will be implemented by the Centre on Integrated Rural Development for Asia and the Pacific (CIRDAP) in collaboration with the Asian NGO Coalition for Agrarian Reform and Rural Development (ANGOC). Monitoring the programme will be the responsibility of CIRDAP, with the participation of ANGOC and IFAD staff in the selected countries. A steering committee will be established. It will be composed of representatives of IFAD, CIRDAP, ANGOC and selected project partners as necessary. The steering committee will meet yearly to review the programme of work and the budget. CIRDAP and ANGOC will enter into a memorandum of understanding acceptable to the Fund. The memorandum of understanding will specify the activities to be undertaken by each institution and define the implementation modalities and the corresponding financial arrangements.

**VII. INDICATIVE PROGRAMME COSTS AND FINANCING**

19. The total cost of the three-year programme is estimated at USD 510 000. In-kind contributions from CIRDAP and ANGOC will include 36 months of staff members' time, other regional staff time and the use of office facilities to a value estimated at USD 60 000. IFAD's contribution will amount to USD 450 000.

**ESTIMATED COSTS AND CONTRIBUTIONS  
(USD)**

<b>Expenditure</b>	<b>IFAD</b>	<b>CIRDAP</b>	<b>ANGOC</b>	<b>Total</b>
Review of IFAD project experiences	25 000			25 000
Documentation of CSO best practices	25 000			25 000
Resource manual	90 000			90 000
In-country capacity-building activities	150 000			150 000
Regional coordination and travel	80 000	30 000	30 000	140 000
Annual steering committee meetings and programming	20 000			20 000
Communications	20 000			20 000
Report and publications	10 000			10 000
Regional workshop	30 000			30 000
<b>Total</b>	<b>450 000</b>	<b>30 000</b>	<b>30 000</b>	<b>510 000</b>



**THE INTERNATIONAL DEVELOPMENT RESEARCH CENTRE (IDRC): PROGRAMME TO DEVELOP A KNOWLEDGE GENERATION AND SHARING NETWORK IN THE NEAR EAST AND NORTH AFRICA (NENA) REGION (PHASE I)**

**I. BACKGROUND**

1. Developments in information technology (IT) and the increased availability of information in the public domain through the internet provide important opportunities to improve the access to knowledge and technologies in developing countries. Recent developments in IT also facilitate dialogue and communication by providing straightforward possibilities for codifying information and knowledge and dispatching it promptly to areas where it can be used. Information and documented knowledge can be posted on-line, linked to relevant external information and locally managed and shared in Internet-based archives and databases. These new tools and applications can be complemented by more standard communication technologies (such as CD-ROMs, radio and television, printed material and telephones) in less well connected areas, as well as with traditional communication mechanisms (such as song, poetry and theatre). IT thus offers a number of opportunities to support the sharing of relevant information and knowledge through IFAD projects and to augment project dialogue with local stakeholders, as well as to extend network outreach and improve knowledge exchanges with rural communities.
2. Yet, in spite of their potential role in facilitating exchanges of valuable knowledge and in strengthening dialogue, new information tools are still not being employed in IFAD projects to their full potential and certainly remain beyond the reach of project target groups. Instead, the global advances in IT have been used mostly by the more well off in developing countries, thus increasing the income gap between them and the rural poor.

**II. RATIONALE AND RELEVANCE TO IFAD**

3. IFAD's strategic framework emphasizes the need to strengthen the capacity of the rural poor and their organizations and to improve their access to knowledge and technology. This strategic objective reflects the Fund's recognition of the critical role of knowledge in empowering the poor and in enabling the poor to overcome their poverty. The NENA regional strategy recognizes the need to foster continuous innovation through pilot schemes that have potential for replication and highlights the importance of supporting research and capacity-building programmes in the region.
4. The experiences generated through the implementation of IFAD projects in close interaction with farmers and rural communities in diverse ecological and socio-economic settings place IFAD in a unique position to appreciate the marketing information and appropriate technology requirements of the rural poor. IFAD's efforts to target the rural poor in the region have naturally led IFAD to focus much of its assistance in NENA on arid, low-potential and newly irrigated agricultural areas. The common constraints and features affecting the livelihoods of poor rural communities in the region provide a strong rationale for sharing knowledge and experiences among IFAD-financed projects and their stakeholders.
5. The proposed programme aims to harness the potential of information and communications technology (ICT) so as to catalyse rural poverty reduction in the NENA region by improving knowledge generation and knowledge sharing for the benefit of the rural poor. In particular, it seeks to ensure that the opportunities offered by new, affordable information management tools and technologies are utilized to the greatest extent possible in order to tap the knowledge-value of IFAD projects in the NENA region. It builds on experiences gained through several similar IFAD initiatives in other regions, such as Fidamerica in Latin America and the Caribbean, Knowledge Networking for Rural Asia and the Pacific and Fidafrique in Western and Central Africa.



6. In order to build a sense of community among participating projects and provide careful and focused attention on achieving tangible and sustainable results, the programme will start with a pilot phase involving a critical mass of projects in five main countries (Egypt, Jordan, Morocco, The Sudan and Tunisia) selected on the basis of the following criteria: the availability of ICT infrastructure and a basis for connectivity, the presence of a critical mass of IFAD-funded projects and interventions, the existence of development work based mainly on community participation and the existence of a progressive government policy towards government and ICT outreach. All other countries in the region will be able to access and contribute to the knowledge generated through the programme's initiative.

7. The programme's implementation strategy is built on a recognition that the improvement of communication and knowledge-sharing among projects and with project partners is a challenging task requiring an early emphasis on capacity-building and on nurturing a culture of communication. For this reason, the programme aims to establish a network of IFAD projects and to strengthen the capacity of these projects in knowledge generation and communication. The programme will focus on enhancing technical infrastructure for improved information management, on the introduction of tools and the improvement of skills that facilitate exchanges of knowledge among mutually supportive projects and on the development of relevant 'content', or codified knowledge, using various communication tools such as websites and other media alternatives.

8. IFAD also recognizes the potential of ICT to help improve information exchanges and the extraction of local knowledge at the grass-roots level. This is supported in the programme through limited-action research trials with local partners.

### III. THE PROPOSED PROGRAMME

9. The overall goal of the network is to improve the operations and the outcomes of IFAD projects, to enhance the fulfilment of project objectives and to improve the livelihoods of IFAD project participants. The programme's purpose is to strengthen the capacity of IFAD projects in the NENA region to share and communicate useful experiences, knowledge and information.

10. A regional knowledge generation and sharing network will be established to (a) strengthen the capacity of participating IFAD projects to manage information and codify, share and use knowledge with other members of the network, (b) nurture knowledge-sharing communities and networks among selected projects in the five countries and (c) identify and pilot innovative ICT mechanisms so as to include rural communities in knowledge-sharing. By using the network to share information, experiences, best practices, lessons learned and success stories among themselves and with other stakeholders, IFAD projects will be able to improve their operations and provide appropriate problem-solving information to their beneficiaries.

11. At the end of the programme, it is expected that the following five outputs will have been achieved:

- (i) the development of technical capacity and information management systems:
  - the strengthened connectivity of projects and access to e-mail by project staff;
  - technical support for participating projects for the installation of local area networks to strengthen information management;
  - support for the development of sustainable network and project websites, including training and technical backstopping;



ANNEX IV

(ii) the strengthening of knowledge management capacities:

- the training of selected project staff as knowledge facilitators and the training of additional staff in the use of IT and ICT;
- the establishment of a regional and one national (pilot) network of IFAD projects and the sensitization of the primary national and regional partners about the knowledge management initiative;
- the introduction of tools and resources such as virtual workspaces, websites, e-mail lists and electronic groups;

(iii) making relevant knowledge and content available and strengthening networking:

- the validation of the key knowledge needs (needs assessment and surveys) of IFAD projects;
- the organization of meetings and workshops (face-to-face and electronic conferencing) among participating projects on key themes and the documentation of the knowledge emerging from interactions;
- discovering the location of the knowledge, experiences and expertise in similar projects;
- the processing of existing relevant information into suitable digital or analogue form and publication on websites;
- the mobilization of local, national and regional practitioners and experts to address genuine knowledge gaps;

(iv) the identification of pilot innovative ICT mechanisms to involve rural communities in knowledge sharing;

(v) the establishment of a functioning network supported by a programme facilitation unit.

#### IV. EXPECTED OUTPUTS AND EXPECTED BENEFITS

12. By the end of the three-year programme, an effective knowledge network with a critical mass of IFAD projects would be in place. This network will provide the framework for increased knowledge and information sharing among IFAD, IFAD projects and project stakeholders in the NENA region. While strengthening the performance of IFAD projects in fulfilling their objectives, such a functioning regional network will also yield greater access (both directly and indirectly) by IFAD target groups to appropriate problem-solving information. The use of this knowledge in problem-solving situations will help enhance practices, increase efficiency and improve living conditions.

13. The proposed programme will contribute to IFAD's strategic approach by strengthening knowledge-sharing capacities and creating possibilities to share problem approaches and solutions across IFAD projects and among IFAD beneficiaries in the NENA region. By connecting IFAD projects together, as well as with other projects or institutions that are working within similar settings, the network will provide added value to the work of the field implementers and target communities involved in IFAD-funded projects. It will enhance the outreach of research and development initiatives and reduce the 'virtual' distance among IFAD operations. The network will serve as a platform for experience and information exchanges, as well as mutual learning. It will engender a culture of information sharing and help systemize experience, documentation and the sharing of good practices.



## V. IMPLEMENTATION ARRANGEMENTS

14. The programme facilitation unit will be established by the International Development Research Centre (IDRC) at its Middle East and North Africa Regional Office in Cairo, Egypt. IDRC will appoint, in consultation with IFAD, a full time programme facilitator and an administrative assistant. The programme facilitation unit team will be guided and supervised by a steering committee chaired by IFAD and including representatives from IFAD projects and IDRC. IDRC will have overall responsibility for executing the programme, but the annual work plans and budgets will be subject to the approval of the NENA division director at IFAD. The programme coordinator will act as secretary to the steering committee.

15. The programme facilitation unit will also develop a memorandum of understanding regarding its collaboration with participating projects in the five countries in order to clarify the responsibilities and obligations of the network and the projects. Each project participating in the network will submit its own annual action plan to the programme facilitation unit detailing activities and financing proposals. Each project participating in the network will designate a focal point representative to be trained to play the role of project knowledge facilitator. The selection of focal points would be based on specific criteria in order to ensure that dynamic and motivated 'agents of change' are involved. The designated knowledge facilitator will be in charge of coordinating the regional network activities between the project management units and the project. In addition, the facilitator will be expected to follow up on the establishment and operation of a small, low-cost local area network which will be set up in each project management unit in order to ensure a minimum of connectivity of the unit staff to the Internet.

## VI. INDICATIVE PROGRAMME COSTS AND FINANCING

16. The project will have duration of three years and a total cost of USD 1.4 million. Costs and financing are presented below.

	<b>IFAD</b>	<b>IDRC</b>	<b>IFAD Projects</b>	<b>Private and Gov't</b>	<b>Total</b>
Technical capacity-building	60 000		60 000		120 000
Knowledge management capacity-building	350 000				350 000
Content development and networking	350 000		40 000		390 000
Pilot community networking	140 000			50 000	190 000
Project coordination and implementation	100 000	250 000			350 000
<b>TOTAL</b>	<b>1 000 000</b>	<b>250 000</b>	<b>100 000</b>	<b>50 000</b>	<b>1 400 000</b>