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IFAD

INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT

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FIELD PRESENCE PILOT PROGRAMME 2004 – 2007
BRIEFS ON INITIATIVES

1. At its Eightieth Session in December 2003, the Executive Board reviewed the document Field Presence Pilot Programme (EB 2003/80/R.4) and approved the guidelines and criteria for the selection of countries and instruments. The Board further authorized IFAD to implement the three-year programme on the basis of the approved guidelines, criteria and main implementation steps.
2. In line with the provisions in paragraph 29 of document EB 2003/80/R.4, the present document submits briefs on initiatives for Bolivia and Uganda for the information of the Executive Board.

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A. FIELD PRESENCE PILOT PROGRAMME INITIATIVE BRIEF: BOLIVIA

I. SUMMARY DESCRIPTION

1. The IFAD Field Presence Pilot Programme in Bolivia is intended to strengthen the institutional support provided by IFAD to combat poverty. The position of field support manager (FSM) is being created in response to a request from the Bolivian Government that a continuous IFAD presence be established in Bolivia. The creation of the FSM position is also in line with an IFAD Executive Board recommendation to increase the organization's field presence so as to raise the impact of its operations through better coordination with other international and local partners and more active participation in policy dialogue on poverty reduction.

2. Bolivia was selected to host one of 15 initiatives to strengthen IFAD's field presence worldwide. Nine IFAD loans have been approved for Bolivia for an overall amount of about USD 81 million on highly concessional and intermediate terms. There are currently four loans in execution and one in preparation, and Bolivia is also the seat of the Regional Programme in Support of Indigenous Peoples in the Amazon Basin (PRAIA). A new country strategic opportunities paper (COSOP) is to be put in place by 2005. Bolivia has also been selected for an independent external evaluation of IFAD, and the Office of Evaluation is conducting a portfolio analysis. Bolivia is unquestionably a high-priority country for IFAD.

3. Within the context of the Debt Initiative for Heavily Indebted Poor Countries, IFAD entered into a debt relief agreement with the Republic of Bolivia equivalent to SDR 2.2 million. In September 2000, an additional amount of SDR 4.3 million was approved by the Executive Board, which will be deducted from Bolivia's outstanding debt service between 2001 and 2004.

II. PURPOSE AND JUSTIFICATION

4. Bolivia has always been considered South America's poorest country, given its highly rural nature, the poverty of the high plateau region or *altiplano*, its weak institutions, the exclusion of large segments of the Aymara, Quechua and other indigenous populations, and its fragile economy. The situation began to change in the fifties when Bolivian society rose up against a feudal system controlled by the mining oligarchy. The new republic took action to nationalize the country's assets, install a free and mandatory school system and implement agrarian reform to give the poorest peasant farmers in the mountain or *sierra* region much-coveted access to land. Bolivia has made a difficult transition over the past five decades to a modern society, expanding into the rich lands and natural resources of the eastern region (Amazonia, Chaco and lowlands) where more than one third of the country's population and one half of the country's wealth is now located.

5. In the mid-eighties, Bolivia underwent a serious economic crisis, with an annual inflation rate of 13 000%, which was successfully resolved through a package of reforms with support from the international community. Some years later, Bolivia had come to be considered a model country, but the illusion was shattered in the mid-nineties. Stability had been restored but the benefits of growth were confined to the wealthy, who did not invest in the country. International cooperation continues to be the major source of investment.

6. Poverty persists in Bolivia because of high income concentration. IFAD strategy and contributions since 1998 have focused on: (i) empowering peasant farmer families and their organizations; (ii) generating wealth in rural areas through farming and non-farming businesses and activities by peasant farmers; (iii) developing competitive products, goods and services offered by small-scale producers, e.g. camelids; (iv) making the best use of the assets of peasant farmers; and (v) titling of land for indigenous peoples in the Amazon region.

7. The results and validity of IFAD strategy and operations are being measured by the Office of Evaluation portfolio evaluation. It is already clear, however, that although peasant farmers have improved their access to resources, power and income, constant turnover in public institutions has limited project effectiveness and raised intermediation costs substantially, limiting the transfer of funds and power to the poorest.

8. With support from the FSM, IFAD will seek to have a continuous impact on the achievement of COSOP strategic objectives, quality of operations, increasing partner contributions and positioning the institution for concerted donor action to boost the efficiency of contributions. The FSM's time will be devoted to listening to and supporting initiatives by peasant farmers, artisans and small businesspeople benefiting from IFAD projects, who cannot always express themselves through formal channels. The FSM will seek to multiply IFAD contributions through his/her actions and by mobilizing local capacities and partners that can support or cofinance initiatives of interest to the beneficiaries and the country.

9. The Government of Bolivia, through the Public Investment Directorate of the Ministry of Finance, has stated on several occasions that it would like to receive direct advisory assistance from IFAD on matters such as: (i) rural business; (ii) indigenous peoples; (iii) developing markets for services by the poor; (iv) managing natural resources through competition; and (v) adding value through culture and biodiversity. The Government also considers that IFAD has obtained tangible results that continually open up innovative spaces for the poor to generate wealth and gain access to more power in society.

III. DETAILED OBJECTIVES

10. The detailed objectives of the field presence facility proposed for Bolivia are to:

- support project management and a more thorough analysis of performance trends. Special attention will be paid to portfolio implementation and supervision;
- enhance partnership-building, liaise with potential national, international and civil-society partners, and at the same time, strengthen links among IFAD projects and programmes operating in Bolivia; and
- improve linkages between field projects and IFAD headquarters, provide inputs and feedback on priority issues in project performance and relevant policies.

IV. COUNTRY BACKGROUND

11. Bolivia is included in the intermediate human development group by the United Nations Development Programme (UNDP) classification,¹ although its ranking (104th out of 162 countries) places it closer to countries characterized by low human development. Bolivia's human development index was 0.648 in 1999, slightly above Guatemala, Haiti, Honduras and Nicaragua but well below the Latin American average (0.760).

12. Bolivia's situation "is the result of the volatile confluence of three trends – economic, political, and social – that have been building up over several years. On the economic side, three features stand out – a lack of progress in poverty reduction and high inequality, a vulnerability of the economy to external shocks, and a precarious fiscal situation".²

¹ Bolivia Human Development Report 2002, UNDP.

² World Bank Country Assistance Strategy, 2004.

13. The successful reduction in coca crops in 1998-2002 adversely affected the incomes of the poorest, who have not been able to obtain adequate alternative income. The development of gas deposits has driven down the cost of fuel and increasingly given the population access to clean, inexpensive energy. However, tensions are growing among the various indigenous and non-indigenous social actors and regions, and among the eastern and high plateau or *altiplano* regions, reflecting the differing points of view and objectives of different social groups. Although some progress has been made on social indicators, it has been uneven. The Bolivian Poverty Reduction Strategy is structured in four components: (i) expanding employment opportunities by supporting and promoting productive capacity; (ii) building capacity through improved social service delivery; (iii) improving security and protection for the poorest and most vulnerable population segments; and (iv) promoting social integration and participation. Bolivia has adopted a modified version of the Millennium Development Goals (MDGs), aligning its poverty reduction strategy with a set of goals that better reflect the country's realities, and the international community has shifted its results criteria based on a more concrete statement of goals.

14. Bolivia has four ongoing projects: Camelid Producers Development Project in the Andean High Plateau; Sustainable Development Project by Beni Indigenous People; Small Farmers Technical Assistance Services Project; and Management of Natural Resources in the Chaco and High Valley Regions Project.

V. SCOPE OF WORK

Project management and policy development

15. The FSM will represent IFAD at all coordination meetings with bilateral and multilateral donors and project steering committee meetings, and participate in preparing work plans, annual budgets and frequent missions to supervise and support implementation in the field. He/she will follow up on project implementation, strengthen project management, and obtain project support from IFAD-funded regional programmes and other mechanisms.

16. The FSM's performance will be evaluated by taking into account comparative improvements in: (i) timeliness of loan disbursements; (ii) promotion of quality control, resolution of technical problems and continuous monitoring of implementation by IFAD and the cooperating institution; (iii) addressing of technical issues; (iv) mobilization of additional resources; and (v) contribution to dialogue and increase in aggregate efficiency of public investment in combating poverty, etc.

17. Each year the FSM and the country portfolio manager (CPM) will establish a plan of operations and expected outcomes to be shared with the cooperating institution and IFAD's Latin America and Caribbean Division so as to conduct a results-based performance evaluation.

Partnership-building

18. The proposed initiative should consolidate or build upon associations with bilateral and multilateral donors, non-governmental organizations (NGOs), local institutions and civil society. A first priority is to increase cofinancing with the cooperating institution, the Andean Development Corporation, which recently set up a social projects area and has been allocating increasing amounts of resources in support of poverty reduction. Similarly, IFAD will be strengthening its strategic partnership with the World Bank, Inter-American Development Bank (IDB) and the German Credit Institution for Reconstruction, the three financial institutions that provide loans with similar or complementary objectives to those of IFAD. Within the sphere of bilateral cooperation, links with Germany are expected to be strengthened in the management of natural resources (through the Management of Natural Resources in the Chaco and High Valley Regions Project and anti-desertification), with Spain on indigenous and local development issues, and so on. Collaboration will be stepped up with all United Nations and bilateral agencies (France, Switzerland, United Kingdom,

etc.). In the area of NGOs, plans call for working with environmental agencies on projects to manage natural resources and develop the biotic and cultural heritage of indigenous peoples.

19. This will also allow ongoing initiatives to be directed towards a policy dialogue in support of the MDGs.

Knowledge management

20. IFAD has developed several important innovations in Bolivia and has leveraged local knowledge of experts and organizations from peasant farmer and indigenous communities. This is illustrated by five books on concluded projects (Chuquisaca and Cotagaita), two texts on IFAD contributions to developing private services markets co-published with the German Agency for Technical Cooperation, six books on the PRAIA programme citing Bolivian experiences, a book on contributions to gender issues by IFAD projects, seven CD-ROMS and texts on the economic impact of the camelid sector for the rural poor, and other articles and videos. However, this knowledge has not been widely disseminated or systematized. Aspects yet to be dealt with, such as lessons in land titling for indigenous Amazonian peoples, the impact of scholarships on developing indigenous human capital, and complementary strategies among rural families and their urban relatives to overcome poverty, could be covered in collaboration with other agencies. Although it is recognized that knowledge of high quality and usability value can be distributed and published, systematization is generally lacking. The FSM, along with other local partners, will seek solutions to this problem.

Improving links between IFAD field projects and headquarters

21. The FSM will provide continuous feedback to the CPM and the Latin American and the Caribbean Division on the performance of programmes and projects operating in Bolivia, partnership-building and inputs to strengthen policy dialogue.

22. One of the key elements of IFAD strategy in Latin America and the Caribbean is to promote policy dialogue, engaging direct stakeholders, governments and the donor community in continued dialogue and action, e.g. cofinancing and supporting the creation of institutional and policy frameworks for cooperation.

23. In the context of continuous policy dialogue in Bolivia, government authorities are in constant contact with the Latin America and the Caribbean Division to discuss rural development policies and strategies, and the impact of IFAD operations in Bolivia.

VI. TERMS OF REFERENCE

24. The FSM will be a citizen of Bolivia or a citizen of another country in the region residing in Bolivia. He/she will share the values of IFAD and show deep-seated respect for the initiatives and culture of the beneficiary populations of IFAD projects. If possible, he/she will be familiar with and appreciate national cultures such as Quechua, Aymara and others.

25. He/she will:

- support effective compliance with recommendations made by missions sent to monitor and support implementation by the cooperating institution and IFAD for projects that are underway;
- provide support for project implementation in the field, facilitating processes for achieving the objectives of each project and overcoming institutional obstacles and delays between the project and public bodies;
- support project and COSOP formulation missions and other missions sent by IFAD to the country to carry out new strategies and operations;

- help ensure that transfers to beneficiaries are maximized, that such beneficiaries are empowered and all forms of discrimination and injustice towards them are diminished, through verification visits to the field;
- support the national government in enhancing the effectiveness and consistency of various public investment instruments (including IFAD projects) to obtain tangible results in combating poverty;
- represent IFAD at events taking place in the country, particularly activities relating to consultative groups, donor groups, rural development groups, etc.;
- coordinate actions and thrusts of other donors from the United Nations system, bilateral cooperation agencies and international financial institutions (World Bank, IDB, etc.) within the framework of Bolivian policy and rural poverty reduction strategy;
- promote consistency among IFAD projects by multiplying exchanges of experiences with support from regional programmes funded by IFAD in the region;
- analyse potential requests for support to be included in the IFAD/NGO Extended Cooperation Programme, cofinancing with private enterprise, etc. and recommend financing or non-financial support; and
- mobilize incremental resources to develop strategies and operations favouring beneficiaries.

VII. TYPE OF CONTRACT

26. The field presence initiative in Bolivia will rely on the FSM who would report to the responsible CPM under the overall supervision and guidance of the Director of the Latin America and the Caribbean Division. The FSM will be recruited locally and provided with an IFAD contract. She/he will prepare a report every three months, describing major activities undertaken during the reporting period, including progress in achieving results and impact.

VIII. INSTITUTIONAL ARRANGEMENTS

27. The FSM would be placed in the offices of UNDP. This institution has shown interest in sustaining this initiative and the regional division has started negotiating future cooperation. This institution would provide no monetary support.

IX. DETAILED BUDGET

28. The initiative is expected to total USD 210 000 over three years, at the rate of USD 70 000 per year. IFAD will finance the services of the FSM on a full-time basis, as well as field missions and operating expenses. UNDP would make a non-monetary contribution in the form of logistic facilities.

Bolivia – Annual Estimated Costs

Line Item	IFAD USD	UNDP in Kind Contribution	TOTAL Budget
FSM annual salary	48 000		
Cost of organizing meetings and workshops	2 000		
Field missions			11 000
Travel expenses within Bolivia (six domestic trips USD 1 000 each)	6 000		
Trips to Lima, Peru (two) and other destinations in the region (two)	5 000		
Communications and operating expenses			9 000
Communications	4 000	1 800	5 800
Premises and office expenses	1 400	4 600	6 000
Computers and accessories	2 000	1 500	3 500
Other expenses	1 600		1 600
TOTAL	70 000	7 900	77 900
Percentages	90	10	100

X. CRITERIA FOR EVALUATING RESULTS/IMPACT OF THE INITIATIVE

29. The criteria to evaluate results are as follows:

	Process Indicators	Outcome Indicators
Project implementation	Field visits; meetings with project directors, government authorities and local bodies; compliance with loan agreements; availability of counterpart funds; checking accounts; compliance with annual work plans and budgets; and progress reports.	Indicators based on IFAD project status reports: quality of accounts; quality of audit; timelines of audit; availability of counterpart funds; overall disbursement by projects; compliance with loan agreement; compliance with procurement procedures; preparation of progress reports; and preparation of monitoring.
Policy dialogue and partnership-building	Participation in meetings on policy; systematization on rural development policies and projects; cofinancing and cooperation; specific support to governmental bodies and NGOs in policy and proposals; and meetings with donors.	Improved knowledge about IFAD at the country level and increased institutional orientation towards rural poverty reduction. Greater cofinancing and increase in resources from cooperation reaching the poor, costs and length of intermediation reduced and improved donor coordination. Alignment of IFAD programmes with the poverty reduction strategy paper and initiatives regarding the millennium development goals.
Knowledge management	Active participation in groups and bodies where knowledge is processed and developed; support to enhance knowledge of peasants, indigenous communities and local specialists and adequate dissemination thereof.	Publication of books, CD-ROMS and other materials gathering the experiences of local actors supported by IFAD projects; organization of two 'learning routes' per year with support from IFAD-financed technical assistance grants; multiplication of learning exchanges among projects; and organization of a yearly meeting with public policy-makers in the region.

B. FIELD PRESENCE PILOT PROGRAMME INITIATIVE BRIEF: UGANDA

I. SUMMARY DESCRIPTION

30. The proposed initiative would involve retaining the services of an experienced individual in Uganda to act as a programme and policy coordinator (PPC) for IFAD. The PPC would represent the interests of the Fund and enhance its perspective and niche in the development agenda of the country. The PPC would be located in Kampala, Uganda, and work under the guidance of, and in close coordination with, the responsible CPM. In particular, the PPC would actively participate in dialogue and interaction with the Government of Uganda and other development partners, especially on issues relating to rural and agricultural development policy/strategy.

II. PURPOSE AND JUSTIFICATION

31. The goal of the initiative is to help promote the interests of Uganda's rural poor especially in the country's policy arena. The main objective is to enhance participation and representation by IFAD in ongoing discussions with the Government and representatives of the organized private sector, NGOs, and bilateral and multilateral partners in order to ensure that the priorities and needs of rural communities are appropriately addressed by the country's development agenda.

32. The assignment of the PPC is both timely and vital in light of the fact that Uganda has one of the largest investment portfolios assisted by the Fund. In addition, the Government's shift in development focus away from projects/programmes in favour of a sector-wide approach and its preference for budget support funding mechanisms, the relatively well organized and active donor community, and the strong donor influence on the government's decision-making processes combine to make IFAD's effective participation in in-country dialogue on rural and agricultural development issues even more compelling and opportune.

33. The assignment of the PPC in Uganda builds on the work of a senior local (Ugandan) consultant retained on a part-time basis by the Eastern and Southern Africa Division (Africa II). This consultant was based at the Ministry of Local Government from January 2002 for the purpose of enhancing IFAD's field presence in the country. Despite the part-time nature of his service, the consultant has played an important role in increasing IFAD's in-country visibility through enhanced participation in various discussion fora and the timely reporting of important developments in the country to the division/CPM. The PPC would be a full-time function, which in addition to absorbing the tasks currently performed by this consultant, would be responsible for representing IFAD's views in the policy arena and ensuring closer engagement with governmental, bilateral and multilateral agencies.

III. DETAILED OBJECTIVES

34. The specific objectives in assigning a PPC in Uganda include:

- forging partnerships and strengthening collaboration with the Government and the various development bodies within the framework of projects/programmes assisted by IFAD, participating in policy dialogue and ensuring that the promotion of the interests of the poor is paramount;
- enhancing opportunities for addressing the needs of the rural poor in national and sectoral rural poverty-reduction strategies and programmes;
- alignment of IFAD assistance with national development principles and financing mechanisms and objectives, notably, exploring sector-wide programme approaches;

- seeking to reduce policy and institutional obstacles in thematic areas of strategic concern to IFAD and the rural poor;
- improving implementation performance and activity-level monitoring of issues and achievements in IFAD-assisted projects/programmes;
- enhancing coordination with civil-society groups and supporting national NGO fora that represent the interests of the rural poor; and
- improving the capture of information from key national and project-level processes that monitor impact on poverty.

IV. COUNTRY BACKGROUND

35. Uganda is among the poorest countries in the world, with the majority of its population living in rural areas. Since 1981, IFAD has assisted Uganda in addressing its agricultural and rural development priorities. In particular, IFAD's support in recent years has been within the framework of the Government's Poverty Eradication Action Plan and its Plan for the Modernization of Agriculture, and IFAD's strategic framework and regional strategy for Eastern and Southern Africa. The Uganda portfolio is one of IFAD's largest in the region, currently with six projects ongoing.³ The cumulative IFAD loan commitment to Uganda to date amounts to about USD 148 million for ten projects, of which ongoing interventions total about USD 82 million.

36. The Government has recently reiterated a strong desire for the delivery of financial assistance by development partners to be compatible with the national budget process and for Government ownership of the budget. Accordingly, the modalities for donor financing preferred by the Government are in descending order: (i) general budget support; (ii) budget support earmarked for the Poverty Eradication Action Plan; (iii) sector budget support; and (iv) project/programme aid or technical assistance. This set of preferences gives rise to two challenges for development partners in their support to rural and agricultural development: (i) to seek to ensure that the budgetary 'space' for agriculture and rural development support is commensurate with the high incidence of rural poverty; and (ii) to find a way of ensuring that broad (and often decentralized) mechanisms reflect adequate engagement with basic rural poverty issues and include innovations to explore new responses not yet mature enough for full integration into national normative systems.

37. Uganda has a strong and well-organized donor community, which includes some influential members. As an inevitable consequence, the overall direction of the policy and institutional environment and the Government's decision-making processes at times tend to be driven by a limited number of donor agencies with a strong voice. The concern is that this situation could lead to policy decisions with possibly negative or negligible consequences for the rural poor. This is exemplified by the Government's decision relating to the preferred modalities for development assistance, a shift that is likely to pose increasing challenges to rural development and poverty reduction efforts. Consequently, the need to represent the concerns of the target group of the Government's Poverty Eradication Action Plan, and also IFAD's concerns, in policy dialogue has now become more acute than ever.

V. SCOPE OF WORK AND TERMS OF REFERENCE

38. The main two functions of the PPC would be: to act as IFAD's representative by articulating the organization's concerns in policy dialogue pertaining to rural poverty reduction, and to exploit greater project/programme proximity to provide implementation assistance, based on close communication with IFAD headquarters. More specifically, under the direct supervision of the responsible CPM, the PPC would:

³ Including the Uganda Women's Efforts to Save Orphans (UWESO) Development Programme financed by a Belgian Survival Fund grant.

- represent IFAD in meetings convened by the Government and its agencies that involve financing/donor agencies and relate to strategy/policy issues and the planning and implementation of interventions by IFAD and the donor community;
- participate in various sector and subsector fora of relevance to IFAD such as the Agriculture Donor Subgroup, Private-Sector Donor Subgroup and the Uganda Microfinance Forum;
- represent IFAD in key national planning and donor coordination activities related to national rural development strategies and investment programming;
- strengthen dialogue and relations with development partners, within the framework of project/programme cofinancing and implementation, and critical policy issues;
- respond to specific issues relating to the IFAD-assisted portfolio as requested by Africa II/IFAD to enhance performance and accelerate impact attainment; and
- undertake any other specific activities/actions that might be assigned by IFAD/Africa II to achieve effective IFAD representation in the country.

39. The PPC would report to the responsible CPM, under the overall supervision and guidance of the Director, Africa II.

VI. REQUISITE QUALIFICATIONS

40. The qualifications/competencies expected of the PPC would include the following:

- commitment to rural poverty reduction;
- at least ten years' management-level experience in agricultural and rural development in the region;
- willingness and ability to take initiative in response to emerging situations/issues;
- an advanced degree in a relevant discipline (economics, agriculture, other science disciplines, political science, or other social science disciplines);
- excellent analytical and communication skills (both written and oral), as well as the ability to listen, be focused and establish inter-personal relationships; and
- computer literacy.

VII. TYPE OF CONTRACT

41. The options for the recruitment of the PPC are still under discussion in IFAD, but ideally the incumbent would be locally recruited on a competitive basis and provided with a yearly contract renewable for a three-year period. The incumbent would operate on the basis of an annual work plan and budget and subsequent detailed quarterly plans as agreed with the CPM. The performance of the incumbent would be reviewed yearly, on the basis of which a decision would be made on contract renewal.

VIII. INSTITUTIONAL ARRANGEMENTS

42. The PPC would be located at the UNDP Kampala Office, and would be required in particular to liaise closely with government ministries involved in IFAD-assisted interventions (such as Ministries of Finance/Planning, Agriculture, Local Government, Trade and the Secretariat for the Plan for the Modernization of Agriculture). The PPC would be assisted by a competent individual for secretarial services.

IX. DETAILED BUDGET

43. The total cost of the proposed initiative over the three-year period is estimated at USD 240 000, with the cost breakdown as follows:

Item	Year 1	Year 2	Year 3	Total
PPC's salary and benefits	48 000	49 440	50 923	148 363
Secretary's salary and benefits	6 600	6 798	7 002	20 400
UNDP support services	12 000	12 360	12 731	37 091
Office equipment and furnishing	6 000	-	-	6 000
Office operation and maintenance	1 800	1 854	1 910	5 564
Transport and travel	9 000	4 500	4 560	18 060
Communication installation/services	2 000	1 500	1 545	5 045
Total	85 400	76 452	78 671	240 523

X. CRITERIA FOR EVALUATING RESULTS/IMPACT OF THE INITIATIVE

44. A final set of indicators for each initiative would be selected from the list hereunder and adapted to Uganda's needs as necessary.

(a) Policy Dialogue

Process indicators:

- number of policy fora that the PPC participated in and contributed to; and
- number of partnerships and links established/institutionalized at the policy level.

Outcome indicators:

- increased overall knowledge about IFAD at the country level;
- visible progress in reducing perceived policy and institutional obstacles to eradicating rural poverty;
- increased attention to addressing rural poverty issues in country-level policy documents (e.g. market access, financial deregulation, and other policy documents);
- increased emphasis on rural poverty programmes reflected by government budgetary allocation to the agricultural sector; and
- increased institutional orientation towards rural poverty reduction.

(b) Partnership-Building

Process indicators:

- number of meetings with national/government institutions on issues related to IFAD's programme;
- number of meetings with NGOs, community-based organizations and civil-society organizations;
- number of meetings with donors; and
- relevance of meeting outcomes (based on available documents) to IFAD's concerns and rural poverty issues.

Outcome indicators:

- enhanced alignment of IFAD programmes with national mechanisms and objectives in relation to rural poverty reduction;
- greater coordination with civil society;
- improved cooperation and coordination with donors in rural poverty reduction programmes; and
- more cofinancing opportunities.

(c) Knowledge Management

Process indicators:

- regular substantive reporting to IFAD headquarters (number of reports);
- participation in relevant country-level thematic groups and communities of practice (number of groups and communities of practice);
- regular sharing of knowledge with in-country stakeholders, in particular IFAD-financed projects/programmes (number of written/oral contacts); and
- briefing of visiting missions (number of meetings).

Outcome indicators:

- improved knowledge of country in IFAD headquarters;
- CPM capacity for monitoring/participating in in-country dialogue improved;
- greater sharing of lessons among projects; and
- more replication and scaling up of successful IFAD innovative approaches to rural poverty reduction.

(d) Project Implementation

45. The criteria for assessing progress in the implementation of the initiative would be aligned with IFAD's regular reporting processes (project status reporting) and would include, for example, the following indicators:

- quality of accounts;
- timeliness and quality of audit;
- availability of counterpart funds;
- overall disbursement by projects;
- compliance with loan agreement;
- compliance with procurement procedures;
- preparation of progress reports; and
- preparation of monitoring reports.