

a

IFAD
INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT
Executive Board – Eighty-Second Session
Rome, 8-9 September 2004

FIELD PRESENCE PILOT PROGRAMME 2004-2007
INITIATIVE BRIEFS

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 for the three-year Field Presence Pilot Programme. The Board further authorized IFAD to implement the 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 two Initiative Briefs – one for Nigeria and one for Viet Nam – for the information of the Executive Board. The remaining three of the 15 Initiative Briefs (Egypt, Ethiopia and Haiti) will be presented to the Executive Board at its Eighty-Third Session in December 2004.

TABLE OF CONTENTS

ABBREVIATIONS AND ACRONYMS	iii
INITIATIVE BRIEF: NIGERIA	1
I. Summary Description	1
II. Purpose and Justification	1
III. Detailed Objectives	2
IV. Country Background	2
V. Scope of Work	3
VI. Terms of Reference	3
VII. Type of Contract	4
VIII. Institutional Arrangements	4
IX. Detailed Budget	4
X. Criteria for Evaluating Results and Impact of the Initiative	5
INITIATIVE BRIEF: VIET NAM	6
I. Summary Description	6
II. Purpose and Justification	7
III. Detailed Objectives	7
IV. Country Background	8
V. Scope of Work	8
VI. Terms of Reference	9
VII. Type of Contract	10
VIII. Institutional Arrangements	11
IX. Detailed Budget	11
X. Criteria for Evaluating Results and Impact of the Initiative	11

ABBREVIATIONS AND ACRONYMS

CAP	Common Agricultural Policy (ECOWAS)
COSOP	Country Strategic Opportunities Paper
CPM	Country Programme Manager (IFAD)
CPRGS	Comprehensive Poverty Reduction and Growth Strategy
ECOWAS	Economic Community of West African States
FC	Field Coordinator (IFAD)
FLO	Field Liaison Office (IFAD)
IITA	International Institute of Tropical Agriculture
NEEDS	Nigeria Economic Empowerment Development Strategy
NGO	Non-Governmental Organization
PBAS	Performance-Based Allocation System
UNDP	United Nations Development Programme
UNOPS	United Nations Office for Project Services

FIELD PRESENCE PILOT PROGRAMME

INITIATIVE BRIEF: NIGERIA

I. SUMMARY DESCRIPTION

1. The objectives of the initiative are, principally, to support operational, as well as qualitative dimensions of IFAD interventions. Expected results will include:

- enhanced modalities to address opportunities and needs in national and sectoral rural poverty reduction strategies and programmes, including collaboration with the IFAD-cofinanced regional hub to support the common agricultural policy (CAP) of the Economic Community of West African States (ECOWAS);
- increased responsiveness and the adjustment of the IFAD loan and grant programme with national and other donor mechanisms and objectives and with the development of new programmes based on analyses for the Performance-Based Allocation System (PBAS), combined with improved national targeting and monitoring performance;
- enhanced and effective participation in policy – Nigeria Economic Empowerment Development Strategy (NEEDS) – and institutional development in areas of strategic concern to IFAD; and
- regular technical exchanges among development programmes, including IFAD-supported loans and grant programmes in Nigeria and the subregion through the International Institute of Tropical Agriculture (IITA).

II. PURPOSE AND JUSTIFICATION

2. In Nigeria, despite the central role of agriculture in the rural economy, there has been, as in many other countries in the region, a strong urban bias in public expenditure, and those public funds allocated to agriculture and rural poverty reduction have not always been used productively. The policies, strategies and programmes that require priority attention are often discussed in-country, where **IFAD is not well represented**. Also, the processes that increase the accessibility of IFAD's target groups (rural women, small and resource-poor farmers, the landless and minority groups) to support services and resources are not given adequate attention in these discussions. Although **IFAD's field projects help partially to overcome such problems**, the economic opportunities and the potential of the agricultural sector and rural development are evolving, and there is a growing need to understand rural poverty better and highlight its causes and consequences.

3. The main area of policy dialogue with the Federal Government of Nigeria (together with the key donor partners) concerns the removal of constraints to economic, as well as social development in rural areas. Ongoing concerns, as expressed through NEEDS, over governance and accountability, further decentralization of the administration, liberalization of the financial system and strategies to overcome rural poverty and environmental degradation will also be areas for dialogue. To obtain a fair assessment on areas of policy development, the dialogue with non-governmental organizations (NGOs) and community-based organizations will be intensified and strengthened.

4. IFAD has had throughout its history an effective partnership with **IITA** to support the development of promising technologies and approaches for the uptake and diffusion of innovations. A number of improved varieties and methodologies of farmer participation in the testing of research findings have been adopted and have contributed substantially to an increase in agricultural outputs. The most significant of these is the major improvements in cassava production, in which Nigeria is currently the world's largest producer. For the past six years, IFAD has been supporting three

technical assistance grants implemented by IITA: yams, cowpeas, and cassava pest and disease control. All these grants were successfully concluded, and a second phase for cowpeas was approved in 2003; a second phase yams will be presented to the Executive Board in 2004, and consideration is currently being given to new initiatives in cassava development.

5. IFAD will, through the regional hub, be part of a working group set up in 2002 for the detailed preparation of the West African CAP. It should be recalled that IFAD has established a working relationship with the **ECOWAS** secretariat, mandated by its Ministerial Commission, to develop a framework for a CAP that promotes the agricultural development of the entire ECOWAS subregion, while responding to the needs of the individual ECOWAS member countries. The development of the CAP could build on the IFAD informal regional network made up of Benin, Cameroon, Ghana and Nigeria, four countries in which IFAD is financing national programmes on root and tuber crops, as these need to be brought onto one platform for collaboration, advocacy and the exchange of information on best practices so as to achieve rural poverty reduction and sustainable development. Such partnerships can also build on cross-fertilization among research ideas and approaches, taking into account the programmes and efforts of other donors, as well as IFAD-funded research.

III. DETAILED OBJECTIVES

6. Consistent with IFAD's goals and objectives in the enhancement of its field presence, the Field Presence Pilot Programme initiative has three interrelated sets of objectives:

- increase the effectiveness of policy dialogue, strengthen implementation and improve IFAD performance as a promoter of replicable rural development and poverty reduction strategies;
- strengthen the existing collaboration with IITA so as to add value to regional research and development policies. The collaboration will also improve the design and implementation of grant-funded research and maximize the synergies between loans and grants; and
- provide support to the IFAD-cofinanced regional hub for the development (and later implementation) of a CAP for the ECOWAS subregion.

IV. COUNTRY BACKGROUND

7. Nigeria has, since IFAD's inception, been a strong supporter and partner in rural poverty reduction. Although Nigeria is eligible for highly concessional loans, it has contributed about USD 85 million towards IFAD's initial resources and subsequent replenishments. Nigeria is the largest country in West Africa, with about 120 million people (47% of West Africa's population) and with a gross domestic product of USD 38 billion (41% of West Africa's total). Despite Nigeria's political and economic weight, with 20% of sub-Saharan Africa's population, and its importance in West and Central Africa, the country has only received 7.3% (20th ranking) of IFAD's financing in the region. The lending operations have not been consistent with the resources contributed by the country.

8. In Nigeria, a major achievement of IFAD has been the establishment of partnership arrangements with (and between) key government institutions and donors, in particular the World Bank, the United Nations Development Programme (UNDP), the Food and Agriculture Organization of the United Nations (FAO), the African Development Bank, the Department for International Development (United Kingdom), the Canadian International Development Agency, IITA and regional and civil-society organizations (including ECOWAS and the Network of Peasant Organizations and Producers in West Africa and between farmers organizations and NGOs). Despite the difficulties associated with rural poverty reduction and fieldwork in Nigeria, the impact on rural poverty reduction of IFAD-funded projects in the country, albeit on a small scale, has been positive and has

been validated in a number of assessments undertaken in collaboration with FAO, the World Bank, government institutions, NGOs and other partner institutions.

9. Nigeria is the host country for **IITA**, which is based in Ibadan. IITA, with its ‘Research to Nourish Africa’, is the first African link in the worldwide network of agricultural research centres of the Consultative Group on International Agricultural Research. IITA’s mission is to enhance the food security, income and well-being of resource-poor people, primarily in the humid and subhumid zones of sub-Saharan Africa, by conducting research and related activities to increase agricultural production, improve food systems and sustainably manage natural resources, in partnership with national and international stakeholders. IFAD has had a long period of effective collaboration with IITA in Nigeria (for cassava) and in other countries in Africa in general and West and Central Africa in particular.

10. Nigeria is also the host country of **ECOWAS**, the headquarters of which is located in Abuja and which is mandated to promote regional integration as a major support for economic growth in its 15 member countries, particular in the agricultural sector so as to ensure food security, enhance growth-inducing trade in agricultural products both within and outside the subregion and promote the sustainable use of natural resources and the protection of the environment.

V. SCOPE OF WORK

11. In Abuja, a field coordinator (FC) will be recruited to participate regularly in the work of joint donor committees and donor-government committees such as the donor working group on agriculture; rural finance; environment, NEEDS; and the Consultative Group on Agriculture and Rural Development. This work is to be undertaken in close coordination with the IFAD country programme manager (CPM) for Nigeria, who will collaborate with the FC in the production of key inputs. The FC will participate in the United Nations System Inter-Agency and World Bank Working Group and ensure IFAD’s input into the United Nations Development Assistance Framework, the common country assessment, the country assistance strategy and other similar programmes and initiatives in the country. The FC will liaise with major civil-society groups that are relevant in terms of rural poverty issues and promote the direct representation of their views in policy and programming venues. In addition, the FC will meet regularly with the managers of IFAD-supported programmes with a view to the identification of key issues in implementation that need to be addressed in high-level policy and institutional dialogues and seek to coordinate the participation of these managers and technicians in sectoral exchanges on the lessons learned through projects and programmes.

12. In the context of the design, implementation and supervision of new IFAD programmes (loans and grants), the FC will pay special attention to institutional and policy issues, information-sharing and the search for synergies during programme start-up and coordinate with the CPM in addressing issues as they arise. In the context of the need for IFAD to support new approaches to engagement in Nigeria (and, if needed, the subregion), the FC will foster the adoption of such approaches by ensuring that IFAD gains access to all relevant, new sectoral and subsectoral studies, while tracking all donor initiatives and opportunities for collaboration.

13. The FC is expected to play a lead role in the development of new IFAD programmes and projects (loans and grants) within the national programme framework and also within the CAP of ECOWAS in close collaboration with donors when and if the opportunity arises.

VI. TERMS OF REFERENCE

14. **An IFAD field coordinator will be recruited through an open national vacancy announcement** following competitive national procedures. The FC will serve for three years, be based in Abuja and support the CPM in deepening and broadening:

- representation of the CPM in key national activities related to rural development and poverty reduction strategies;
- representation of the CPM in key national programme planning exercises within the United Nations system;
- representation of the CPM in multi-donor working groups in agriculture, rural development, and rural poverty reduction;
- coordination with and support for civil society processes so as to represent the interests of the poor in the rural sector;
- coordination with and support for the development of a CAP in ECOWAS and the informal regional networks of IFAD-funded root and tuber crop projects in the subregion;
- coordination and support for research projects so as to ensure greater linkages between research and investment projects funded by IFAD within IITA;
- facilitation in the flow of information among development programmes with regard to the key issues identified and lessons learned during implementation in areas of major strategic concern to IFAD; and
- supervision and monitoring of the establishment of arrangements for project-level information systems and evaluation.

15. The FC will have experience in rural development in the region at the management level, will have an advanced degree in a relevant discipline and will have satisfactory experience in working with governments, regional institutions, donors and NGOs in policy and coordination for a programme, as well as project implementation at the field level.

VII. TYPE OF CONTRACT

16. The FC will be contracted under national hire arrangements, through a host institution in Abuja, to be determined at a later stage. Following an intensive initial briefing in Rome, the FC will work under the **supervision** of the CPM for Nigeria, in coordination with the host institution in Abuja.

VIII. INSTITUTIONAL ARRANGEMENTS

17. The FC will be housed in a host institution in Abuja, with communications support provided by the host institution, on the basis of agreed and negotiated hosting charges.

IX. DETAILED BUDGET

18. The estimated cost for the initiative over three years will be approximately USD 240 000 as follows:

Estimated Costs: Nigeria (USD)				
Item	Year 1	Year 2	Year 3	Total
Salary and benefits	48 000	48 000	48 000	144 000
Support charges	12 000	13 000	14 000	39 000
Duty travel	6 000	7 000	8 000	21 000
Studies and communications charges	6 000	7 000	8 000	21 000
Miscellaneous	5 000	5 000	5 000	15 000
Total	77 000	80 000	83 000	240 000

X. CRITERIA FOR EVALUATING RESULTS AND IMPACT OF THE INITIATIVE

19. The following parameters will be used to assess the overall effectiveness of the FC:
- effectiveness of the design of the project, including smooth project start-up;
 - effective synergies and a well-defined division of labour among the FC, CPM and cooperating institutions;
 - enhancements in provisions to address opportunities and needs through national and sectoral rural poverty reduction strategies and programmes;
 - effective mobilization of grant resources (IFAD/NGO extended cooperation programme and supplementary funds) that successfully prepare the ground for loan projects;
 - increased overall visibility of IFAD; and
 - enhanced coordination with civil-society groups and visible IFAD support for farmers organizations working in the interests of poor rural people.

20. Specific indicators in the areas of policy dialogue, partnership-building, knowledge management and project implementation are:

Policy dialogue

- the FC participates in and contributes to at least two policy forums;
- the FC assists in the establishment of at least three partnerships and linkages at the policy level;
- increased attention paid to addressing rural poverty issues in the Poverty Reduction Strategy Paper/NEEDS of Nigeria; and
- greater emphasis on rural poverty programmes by the Government, as reflected in the budgetary resources allocated to the agricultural sector.

Partnership-building

- evidence of at least five meetings with government, civil society and donors (based on available documents) at which IFAD's concerns and rural poverty issues have been effectively taken into account; and
- enhanced cooperation and coordination with civil society and donors in rural poverty reduction programmes.

Knowledge management

- regular substantive reporting to IFAD headquarters (two progress reports per year);
- participation in at least two country-level thematic groups (such as roots and tubers, microfinance or community-based rural development) on issues of high priority to IFAD; and
- an improved knowledge base at IFAD headquarters on the country and region (particularly with regard to post-conflict-related initiatives in the Niger Delta States).

Project implementation

- existence of well-designed projects, including smooth project start-up; and
- establishment of effective synergies and a well-defined division of labour among the FC, CPM and cooperating institution.

21. It should be noted that the quantification and exact phrasing of the above-mentioned indicators are preliminary; they will be definitively established and revised by IFAD and all in-country stakeholders during the yearly planning of FC activities.

INITIATIVE BRIEF: VIET NAM

I. SUMMARY DESCRIPTION

22. Since 1993, IFAD has extended five loans to Viet Nam. In April 2003, IFAD's Executive Board approved IFAD's Country Strategic Opportunities Paper (COSOP) for Viet Nam. The COSOP is consistent with the Comprehensive Poverty Reduction and Growth Strategy (CPRGS), which was approved by Viet Nam's Prime Minister on 21 May 2002. The CPRGS, which is the final output of the Poverty Reduction Strategy Paper process, defines the Government's action plan over the medium and long term and translates development plans and strategies into concrete measures with well-defined roadmaps for implementation.¹ Many bilateral and multilateral donors have endorsed the CPRGS as a platform for further development cooperation and the harmonization of efforts among themselves and the Vietnamese Government. The CPRGS provides the context in which constructive partnerships, the sharing of learning, and dialogue among the donors, government and civil society can take place.

23. The partnership process for the Poverty Reduction Strategy Paper, launched in 1999, led by the World Bank, has opened the space for different actors to engage in policy dialogue and has emerged as an important policy forum. Currently, the Government's main poverty reduction programmes, the Hunger Eradication and Poverty Reduction Programme and Programme 135, are undergoing a process of in-depth assessment of outputs and impact evaluation in the light of a future redesign. The fundamental content of the programmes and the effectiveness of the targeting, the modality of delivery, the extent of decentralization and participation, the systems and processes of financial management and monitoring, and the institutional framework and capacity are being reviewed in a comprehensive manner. The Government has formed a number of technical working groups on different thematic areas and indicated that the process will include consultation with donors and a review of current donor programmes. Parallel to the efforts of the Government, donors are actively engaging in an evaluation process led by UNDP.

24. Since the first IFAD-supported project in Viet Nam, all projects have been experimenting with and implementing highly process-driven approaches. Each project has represented a step forward in the learning process and a gradual devolution of authority to the local level. Despite the fact that IFAD has a rich experience in decentralization and community-driven development, the lack of an IFAD presence in the field has hindered its participation in ongoing discussions. There is a deep awareness that the innovations achieved under IFAD-supported projects in Viet Nam can make tremendous additional contributions to a policy dialogue, as documented in a case study that reports on IFAD's support for Viet Nam in scaling up experiences in favour of decentralization. The case study was prepared for the Global Conference on Scaling Up Rural Poverty Reduction, held in Shanghai, China, on 25-27 May 2004.

25. During meetings with the Government held in Hanoi in August 2002 and during a videoconference from Rome in September 2002 to finalize the COSOP, the Government, while expressing its great satisfaction with the IFAD-supported country programme, invited IFAD to enhance its role in policy dialogue and support for programme implementation. On this latter occasion, other agencies involved in official development assistance, such as the World Bank and the Asian Development Bank, and international NGOs, including Oxfam (United Kingdom), Action Aid and Save the Children Fund, invited IFAD to be more proactive in sharing lessons arising from its field operations and participate more energetically in efforts at policy dialogue, as well as in the CPRGS implementation task forces. They expressed appreciation of IFAD's role and interventions in

¹ The CPRGS proposes a number of measures to address rural poverty, including: (a) an increase in resources to improve the research and extension system; (b) special attention to the needs of poor farmers and ethnic minorities in mountainous areas; (c) enhancement in the access to credit for the poor; (d) improvements in the security of land tenure; and (e) facilitation of the sustainable management of natural resources with the involvement of all stakeholders.

the country and found its contributions crucial to endeavours aimed at poverty alleviation. In August 2003, during the discussion of the aide-memoire of the inception mission for the new Decentralized Rural Poverty Reduction Programme, the Government of Viet Nam officially requested IFAD to ensure closer supervision of its projects and a higher level of support for implementation. Finally, during the visit made by the IFAD President in October 2003, the Government warmly invited IFAD to consider the establishment of a field liaison office (FLO) in Viet Nam.

II. PURPOSE AND JUSTIFICATION

26. Moving beyond IFAD's ongoing portfolio, IFAD's core strategy in Viet Nam, as stated in the COSOP, revolves around the development and testing of innovative approaches to poverty reduction that can be replicated and scaled up by the Government within the CPRGS framework. This will require close engagement in the policy processes of the Government, as the political culture is such that decisions are taken through consensus and approved only after extensive consultations at several administrative levels within the Government. While project activities enhance the achievements on the ground and ensure outreach to the client group, the FLO could facilitate the transfer of the lessons learned during the implementation of poverty reduction initiatives and help channel viewpoints from the client group to relevant national agencies as input in the policy and programme formulation and design process. Furthermore, it could facilitate closer horizontal linkages with like-minded official development assistance agencies, implementing agencies and civil society organizations.

27. In the medium term, the thrust of FLO activities will involve the development of a portfolio of projects so as to favour a partnership-based country programme founded on coordination among project interventions so as to achieve common programme objectives. As part of this evolution, an acceptable alternative for a consistent and more substantive follow-up in supervision should be actively explored. The Government and the management of various IFAD-supported projects have expressed growing dissatisfaction over recent years with the quality of loan supervision and support services for implementation. In particular, effective decentralization, on which the newly proposed project depends, will require particularly competent supervision and support for implementation. There is a need for deeper insights and for more analytical supervision, more frequent field visits, prompt follow-up and interactive feedback for learning and sharing.

28. In order to create synergies within the country programme framework, planning, operational, human resource and administrative changes are required. Given that there are a number of new in-house tools that can be utilized and partnerships that can be explored, an integrated package of counterpart funding, supervision, support for policy and implementation, and field presence is proposed to carry out the above-mentioned partnership-based programme approach. Planning changes entail the reorientation of experience around sectors and policy dialogue, as well as counterpart funding provided through a like-minded partner interested in carrying out a common agenda. Operationally, supervision will be refined to emphasize core loan-administration functions through the current arrangements with the United Nations Office for Project Services (UNOPS) and more intensive support for implementation and policy support supplied through a field presence. Additional human resources will be provided through a FLO, which will be the critical link in the execution of this integration in activities.

III. DETAILED OBJECTIVES

29. The main objectives of the FLO will be to enhance the impact of IFAD's country programme by: (a) facilitating the in-country decentralized policy development process based on dialogue at the national level, (b) engaging in policy dialogue in order to develop an enabling environment for sustainable pro-poor development led by the client group and (c) providing support for implementation to the management of IFAD-supported projects to foster innovations that improve the livelihoods of the poor and disadvantaged in a sustainable manner.

IV. COUNTRY BACKGROUND

30. The proposed FLO will be based in Hanoi and will cover all of Viet Nam. Since 1993, IFAD has extended five loans to Viet Nam, on highly concessional terms, for a total amount of about USD 80.65 million, directly benefiting an estimated 1.4 million people. At present, two projects are ongoing: the Rural Income Diversification Project, in Tuyen Quang Province (IFAD Loan 578-VN), and the Ha Tinh Rural Development Project (IFAD Loan 507-VN). In addition, a new project is being formulated in the provinces of Ha Giang and Quang Binh; the project is expected to be submitted to the December 2004 Executive Board. Finally, IFAD is engaged in the design of a pilot project targeting the ethnic minorities living in the province of Gia Lai, Central Highlands; the project is to be funded by Italy.

V. SCOPE OF WORK

31. **Policy support and bottom-up policy dialogue.** The FLO will engage in the ‘roll out’ of the CPRGS and support the scaling up of successful poverty reduction initiatives. For IFAD, policy dialogue is to focus on a nuancing of the linkages among realities on the ground and the voices of the poor on the one hand and the policies and programmes of the central Government on the other. The ultimate aim is to achieve the empowerment of the poor and disadvantaged so that they can enter into partnerships at all levels to promote a meaningful process of pro-poor policy dialogue. The thrust of the activities of the FLO will be: (a) to channel the viewpoints of the client group in policy forums; (b) to advocate for pro-poor development; and (c) to foster a joint learning process with the Government that can be shared with a wider network of donors. The FLO will provide policy support for IFAD’s ongoing projects by:

- **Voicing the aspirations of village and commune-level organizations.** The FLO will work directly with grass-roots organizations and key informants to identify key problems in the enabling environment and document the experience gained through poverty reduction initiatives so as to enable feedback that informs policies and programmes. This documentation will be packaged and shared.
- **Facilitation of provincial-level policy through project management.** The FLO will package successful pro-poor institutional and technological innovations and highlight relevant programme, policy and institutional issues in consultation with project management. Project experience is to be linked to provincial programmes and policy and pursued wherever dialogue and change are needed. Furthermore, workshops and inter-provincial lesson-sharing will be organized.
- **Institution of a joint learning process with central agencies.** A system of participatory monitoring and evaluation will be designed around the sectors indicated in the PBAS. It will include systematic analysis of the progress achieved. Policy analysis will be carried out with the involvement of key line agencies and individuals in order to identify constraints, contradictions and gaps in the policy environment, concentrating initially on areas where improvements can be made without challenging vested interests. Findings are to be released in a non-challenging way through appropriate forums aimed at relevant audiences.
- **Partnership-building and dissemination of learning with donors.** The FLO is to act as a focal point for the implementation and tracking of actions and initiatives favouring harmonization, including the newly introduced Results and Impact Management System. The sharing and dissemination of learning and project experience are to take place in consultative donor-support groups, taskforces and various policy forums, and expanding opportunities for partnerships are to include mass organizations, policy focus groups², government think tanks, universities and national research institutes, and civil society organizations at several levels.

² There are forums such as the Partnership to Assist the Poorest Communes and the Government’s Focal Point on Rural Development.

- **Capacity-building for pro-poor policy dialogue.** Supplementary training and exposure visits are to be undertaken so as to facilitate civil society organizations in the promotion of a meaningful process of pro-poor policy dialogue.

32. **Implementation support.** The FLO will provide support for implementation in order to enhance the capacity for project management in IFAD-supported projects. The thrust of activities will focus on the improvement of the ability of projects to deliver: (a) livelihood-enhancing opportunities for the poor and disadvantaged of the project operational areas; and (b) technological and institutional innovations so that the client group can take advantage of these opportunities. UNOPS, as the cooperating agency, will continue to provide core loan-administration services to the IFAD-supported programme through the UNOPS Asia Office, which has recently moved its premises to Bangkok, Thailand. The FLO will provide implementation support to IFAD's ongoing projects through:

- Technical assistance for project management: Frequent field visits are to be undertaken, with participation in UNOPS supervision missions, for which, in collaboration with the projects and the client group, the FLO will be able to make appropriate recommendations and identify constraints in implementation. The FLO will help ensure the timely follow-up on the recommendations and eradicate constraints.
- Capacity-building for enhanced project implementation: Training and exposure visits by IFAD project staff and project-implementing institutions in selected thematic areas are to be conducted. The FLO will scout for qualified national expertise and build a network of local research and training institutions, a useful tool for capacity-building among project staff and implementing agencies and for mutual learning and sharing.
- Horizontal collaboration and knowledge-sharing among IFAD-funded projects: In-country workshops will be held with the participation of IFAD-supported projects on different thematic areas and issues in implementation. Follow-up exchange visits among different levels of project staff, implementing agencies and farmers groups will be organized.
- Collation of innovations in consultation with project management: Pro-poor institutional and technological innovations emanating from the experience of IFAD-supported projects and other partners will be documented so as to identify best practice and highlight policy and programme issues with the policy development officer. The FLO will create a knowledge resource base for innovations that would be aimed at a broader network of partners working towards the same goal of pro-poor development.

This FLO activity will be part of an integrated package consisting of FLO, core supervision, implementation support and technical assistance.

VI. TERMS OF REFERENCE

33. The FLO will be staffed by two full-time country programme officers and one administrative support staff member.

34. **Policy development officer.** The policy development officer will be responsible for participatory dialogue with the client group, frequent communication with provincial authorities and project management, knowledge-sharing activities with key line agencies and individuals, donor and civil society interaction, and the organization of workshops, training and exposure visits. The output of his/her work will include participatory policy assessments, process documentation on project experience and innovation, a monitoring and evaluation system based on the Results and Impact Management System, the tracking of PBAS achievements and analysis of progress, and a dynamic network of partners. The FLO is expected to have a major impact in terms of the visibility of IFAD's presence in the national context. S/he should have prior experience in policy activities.

35. **Operations officer.** The operations officer will be responsible for support during implementation through technical assistance for the projects, capacity-building, knowledge-sharing and the collation of innovations. S/he will be in charge of interaction with the project management of the ongoing projects and relevant government agencies for successful implementation. S/he will initiate field visits, participate in supervision missions, follow-up on recommendations, document technological and institutional innovations, organize training and project lesson-sharing workshops and create a roster of national expertise and institutions. As part of the support activities of the field level office for implementation, s/he will be required to monitor the implementation and budget utilization of the technical assistance grant for the proposed Decentralized Rural Poverty Reduction Programme. S/he should have gained project management experience, preferably under IFAD-funded projects.

36. In addition to the above staff, who are fully covered by the budget (see table on next page), the FLO may also expand. At the last IFAD/UNOPS meeting, held in Rome, Italy, in April 2004, UNOPS agreed to consider the financing of an additional programme officer to strengthen their operations. If this proposal materializes, the UNOPS-funded programme officer will join the IFAD's FLO.

VII. TYPE OF CONTRACT

37. The establishment of the FLO will require the following actions:

- a memorandum of understanding between IFAD and the selected organization regarding the logistical arrangements, including office equipment, on a cost-sharing basis; and
- a one-year contract with each of the selected staff (renewable on a yearly basis for three years).

38. The IFAD CPM for Viet Nam will be responsible for the overall supervision of the FLO.

- **Progress reports.** The FLO will submit progress reports to IFAD every three months. The reports will highlight the thrust of the ongoing activities, the achievements against agreed objectives, budget utilization and arising issues and how they are being addressed. The reporting is to show both positive and negative features of the in-country field presence and highlight the main implementation and policy issues. In particular, the reports will showcase areas where there has been engagement with the client group, policy dialogue, active harmonization efforts and the enhancement of the effectiveness of project implementation. The reports are to be presented in a format agreed to by IFAD.
- **IFAD review.** IFAD will make an assessment of the performance of the two selected staff after the initial year of operations and, if necessary, revise the terms of reference and the staffing of the office.
- **Proceedings of lesson-sharing and policy information-sharing workshops.** Workshops will be held regularly to disseminate syntheses of these innovations in other IFAD project areas, alongside process monitoring and participatory evaluation so as to capture insights and synthesize lessons learned for other IFAD project areas and a broader network of development practitioners, policy-makers and partners who are working to achieve the same goals in poverty reduction.
- **Field visit reports and policy briefs.** The operations officer is to prepare field visit reports that document the pro-poor institutional and technological innovations emanating from the experience of IFAD projects and of other partners. S/he is to package them as strategies for poverty alleviation. Based on these reports, the policy development officer is to prepare briefs documenting the experience gained through poverty reduction initiatives so as to enable feedback to inform the policy and programme processes to be pursued by IFAD in its dialogue with governments.

- **Completion report.** A comprehensive review will be carried out upon project completion to assess the utilization of resources, including results and outputs, and, to the extent possible, assess impacts. Both quantitative and qualitative measures of outcomes are to be used.

VIII. INSTITUTIONAL ARRANGEMENTS

39. Given the limited budget available, the FLO will be established at the premises of other organizations. Discussions are ongoing with the World Bank, UNDP and the Ministry of Planning and Investment and the Government to identify the best option. The World Bank offered free office space in its premises, and UNDP and the Ministry also offered similar arrangements.

IX. DETAILED BUDGET

40. The FLO will cost approximately USD 225 000 for a period of three years. The amount will cover the services of two full-time country programme officers and one administrative support staff.

Estimated Costs: Viet Nam (USD)				
Item	Year 1	Year 2	Year 3	Total
<i>Investment costs</i>				
Office equipment	4 500	-	-	4 500
Training	3 000	3 000	3 000	9 000
Representation costs	1 500	1 500	1 500	4 500
<i>Recurrent costs</i>				
Transportation allowance	5 000	5 000	5 000	15 000
Salary: country officer, full time	25 000	25 000	25 000	75 000
Salary: country officer, full time	25 000	25 000	25 000	75 000
Salary: support staff, full time	10 000	10 000	10 000	30 000
Staff travel	4 000	4 000	4 000	12 000
Total costs	78 000	73 500	73 500	225 000

X. CRITERIA FOR EVALUATING RESULTS AND IMPACT OF THE INITIATIVE

41. The criteria for the evaluation of the results and the impact of this initiative will be as follows:

- **Second level results:**
 - changes in the rural-sector performance rating in the PBAS;
 - extent to which feedback from the client group is reflected in policy level discussions;
 - changes in provincial level policy due to interaction with the management of IFAD-supported projects;
 - number of key officials identified who advocate poverty alleviation based on exposure to project experience;
 - number of partnerships and linkages established or institutionalized with governmental, non-governmental and donor agencies; and
 - improvements in country strategy and project designs as a result of an enhanced feedback process (mainly qualitative).

- **First level results:**

- (i) number of documents that capture the voices of the poor and are shared with counterparts, key stakeholders and other donors;
- (ii) documentation of successful experiences and innovations and their dissemination;
- (iii) number of policy briefs and different media packages that capture policy and IFAD-supported programme activities and that are shared with counterparts, key stakeholders and other donors;
- (iv) number of national forums where IFAD is represented and the Government's policy thrusts are communicated through IFAD experience;
- (v) number of events undertaken to facilitate mutual learning among IFAD-supported projects, other donor-supported projects and programmes implemented by the Government;
- (vi) tracking of efforts at harmonization based on identified areas of priority;
- (vii) overall implementation rates, including physical, financial and loan disbursements;
- (viii) time elapsed between the moment when the withdrawal application is submitted and the disbursement is effected; and
- (ix) time elapsed between the moment the recommendation is made by a cooperating institution and IFAD and action is taken by project management.

