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FIELD PRESENCE PILOT PROGRAMME 2004-2007
INITIATIVE BRIEFS

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ABBREVIATIONS AND ACRONYMS

CPM	Country programme manager
ECA	Economic Commission for Africa
FPF	Field Presence Facility
FPPP	Field Presence Pilot Programme
ICF	Interim cooperation framework
IDB	Inter-American Development Bank
RIMS	Results and impact management system
UNDP	United Nations Development Programme

FIELD PRESENCE PILOT PROGRAMME

INITIATIVE BRIEF: EGYPT

I. SUMMARY DESCRIPTION

1. The proposed Field Presence Facility (FPF) would entail the recruitment of a highly qualified field support manager to maintain proactive involvement in policy forums on agricultural and rural development and, more specifically, to manage the key policy reforms negotiated during project design. The initiative would also seek to improve project implementation performance and overall programme impact. In addition, the FPF would be charged with enhancing partnership with the main actors in the poverty reduction milieu and lending support to knowledge management as described below. The functions of the FPF would be a mix of activities, largely focused on policy dialogue and implementation support.

II. PURPOSE AND JUSTIFICATION

2. In view of IFAD's numerous and diversified interventions in Egypt, ongoing institutional and policy reform, and the increasing move towards coordination of approaches in the country, there is a conspicuous need for more proactive engagement in policy dialogue and partnership-building. This should be backed by stronger implementation coordination and support for IFAD's operations. The proposed Field Presence Pilot Programme (FPPP) initiative in Egypt will complement current efforts in implementation support and add the critical dimension of policy dialogue and partnership-building. By having a field support manager in place, IFAD will strengthen its in-country capacity in these two critical and interrelated areas, thereby increasing IFAD's promotion of a pro-poor orientation of ongoing institutional and policy reforms. The latter forms an integral part of programme development and implementation. Establishing clear links among the policy, institutional and operational aspects of rural investment should help both the Government of Egypt and IFAD achieve their objectives in the realm of rural poverty.

III. DETAILED OBJECTIVES

3. The objectives of the proposed FPPP in Egypt are:

- (a) **Increase the effectiveness of policy dialogue aimed at strengthening the pro-poor orientation of institutions and policies.** The FPPP in Egypt would establish and maintain active channels of communication with the Government and other development partners to improve the policy environment and coordinate poverty reduction approaches. The effectiveness of such dialogue requires, among other things, smooth implementation and coordination of the ongoing IFAD programme and the concretization of field learning to scale up successful approaches.
- (b) **Strengthen and coordinate implementation support.** Implementation support for the FPPP would involve two major activities: backstopping for ongoing projects, and ensuring better impact through integration of the results and impact management system (RIMS) and knowledge-sharing into the project reporting system.
- (c) **Enhance partnership-building with bilateral and multilateral partners and civil society.** Partnership-building is an essential aspect of the FPPP. The initiative would focus on synergies and coordinated strategies with donors involved in rural poverty reduction so as to render the policy dialogue agenda with the Government both credible and sustainable. The FPPP will also ensure that successful existing partnerships with multilateral donors and national and international NGOs are maintained and fostered and that those with bilateral donors are firmly established and nurtured.

- (d) **Develop a knowledge management system to improve the design and implementation of IFAD operations and promote scaling-up of successful innovative approaches.** The initiative will serve to manage knowledge generated by IFAD's experience in Egypt and organize in-country workshops and seminars to this effect. The ultimate objective is to enhance processes of scaling-up and replication of successful approaches.

IV. COUNTRY BACKGROUND

4. IFAD has supported nine projects in Egypt with a total loan commitment of about USD 175 million and total project costs of USD 490 million. The Government's contribution to these projects has amounted to close to USD 160 million. As of 2004, four projects have been completed, four are ongoing, and one is not yet effective. Lending terms have been highly concessionary for five of IFAD's loans and intermediate for four of them. IFAD has also supported other activities through technical assistance grants, albeit on a smaller scale.

5. Egypt has the largest population and the second largest economy in the Middle East. The 2000 census estimated the population at 65 million. Ninety-five per cent of the population lives on only 4% of the land. The annual population growth rate has been declining steadily in recent years and is now under 2%. Despite rapid economic expansion, active social policies, and steadily rising income and living standards, Egypt remains one of the poorer members of the international community, with an annual per capita GNI of only USD 1 470 (World Development Indicators, 2004). It ranks 108 among the world's countries in terms of GDP/capita, and it stands at position 120 among the 177 countries of the Human Development Index (Human Development Report, 2004). Although poverty has declined significantly, it remains an important obstacle to improved human development. Using reference poverty lines and per capita consumption levels (260 and 203 Egyptian pounds per person per month for urban and rural areas respectively), the International Food Policy Research Institute estimated that 26.5% of the Egyptian population (nearly 16 million people) was living in poverty in 1997. Poverty was higher in rural than in urban areas. In rural areas, 29.1% of the 36 million inhabitants (almost 10.4 million people) lived in poverty, compared with 23.1% of urban inhabitants. Inadequate social services, landlessness, small farm size and inadequate off-farm income opportunities are the main causes of rural poverty.

V. SCOPE OF WORK

6. **Implementation support.** The FPF would seek to accelerate the processes of loan signing and loan effectiveness, working with government and other partners to minimize delays associated with achievement of early implementation milestones. Other important aspects of implementation support are the resolution of problems associated with the availability of counterpart funding, preparation of audit reports and financial statements, and overall project orientation towards impact achievement.

7. **Partnership-building.** The initiative would broaden the spectrum of partnership developed by IFAD in Egypt. In particular, it would look for opportunities beyond IFAD's traditional partners in the country and identify modalities for working with NGOs and civil society during project implementation.

8. **Policy dialogue.** The policy environment in Egypt is rich and complex. The FPF would work to sharpen IFAD's focus on a small number of relevant areas and issues and periodically review them directly with government and other partners. Participation in national policy forums and debates would provide IFAD with further opportunities to advocate on behalf of rural poor people.

9. **Knowledge management.** The FPF would act as both a conduit and catalyst for information exchange and learning vis-à-vis IFAD and its projects in Egypt. On the one hand, the FPF will ensure that knowledge and information emanating from headquarters is disseminated to project management teams, government partners and other stakeholders. On the other, the FPF will facilitate learning

processes among project management teams and others with a view to identifying effective approaches to poverty reduction in the Egyptian context.

VI. TERMS OF REFERENCE

10. Under the supervision of the IFAD country programme manager for Egypt, the field support manager will:

- (a) participate in policy dialogue forums and round-table meetings with other donors and government agencies;
- (b) take part in in-country donor debates on rural poverty issues, to ensure that IFAD's experience and learning contribute to the ongoing process of preparing the poverty reduction strategy paper;
- (c) provide implementation support directly to projects as required, in close coordination with cooperating institutions and IFAD;
- (d) organize knowledge-sharing and exchange among IFAD-supported projects and disseminate this knowledge within the donor community;
- (e) visit project beneficiaries in order to build a shared vision of projects and achievement of their objectives; and
- (f) monitor the issue of counterpart funds by gaining an understanding of the fund allocation process and ensuring that IFAD projects receive the intended yearly allocations.

11. The incumbent will hold a postgraduate degree in economics/agricultural economics or related disciplines. He/she will have demonstrable experience in the areas of policy and institutional analysis, poverty reduction programmes, gender analysis and change management. The incumbent will also possess in-depth knowledge of economic, social and political transformation in Egypt. He/she should have a proven track record in leadership, negotiation and presentation. The incumbent will be a national or resident of Egypt; excellent Arabic and English (written and spoken) are required. The field support manager will be assisted by a core of support staff to handle administrative and logistical tasks.

VII. TYPE OF CONTRACT

12. The field support manager will be selected locally on a competitive basis following procedures of the United Nations Development Programme (UNDP). IFAD will compile the short list of candidates and make the final selection. UNDP, however, will be responsible for concluding contracts with candidates for payroll administration, etc., on behalf of IFAD. The incumbent will report directly to the IFAD country programme manager for Egypt, under the general supervision of the Director of the Near East and North Africa Division. She/he will prepare a concrete three-year workplan and also submit an annual workplan and budget for approval each year, to be prepared in consultation with project managers and to include both the operational and policy-oriented tasks to be implemented. The workplan and budget will include milestones to be achieved at both levels as well as clear monitoring indicators.

VIII. INSTITUTIONAL ARRANGEMENTS

13. The FPF and associated staff will be housed in the World Bank country office in Cairo.

IX. DETAILED BUDGET

14. The total incremental cost of the FPPP will amount to USD 240 000 for a three-year period, broken down as follows:

**Budget for Local Field Office
(USD)**

Description	2005	2006	2007	Total
Investment cost				
Equipment vehicles and material	40 500	-	-	40 500
Recurrent cost				
Vehicle operation and other operating expenses	18 700	18 700	18 700	56 100
Staff salaries	47 800	47 800	47 800	143 400
Total	106 300	65 800	65 800	240 000

X. CRITERIA FOR EVALUATING RESULTS AND IMPACT OF THE INITIATIVE

15. The main indicators of the initiative are listed below.

Policy dialogue

- Number of policy forums that the senior policy adviser participated in and contributed to
- Number of partnerships and links established/institutionalized with other multilateral development institutions
- Increased emphasis on rural poverty programmes, as evidenced by government budgetary allocations to the agricultural sector
- Increased knowledge about IFAD and rural poverty issues at the country level
- Increased institutional orientation towards rural poverty reduction

Partnership-building

- Enhanced coordination with civil society (number and relevance of meetings)
- Better cooperation and coordination with bilateral and international donors in rural poverty reduction programmes (number and relevance of meetings)
- Enhanced alignment of IFAD programmes with national mechanisms and objectives in relation to rural poverty reduction
- More cofinancing of projects

Knowledge management

- Regular reporting to IFAD headquarters (number and quality of reports)
- Regular knowledge-sharing with country stakeholders (number of written contacts and workshops)
- Written inputs on lessons learned provided to IFAD follow-up, supervision, formulation and appraisal missions
- Improved knowledge base on Egypt at IFAD headquarters

Project implementation

- Availability of counterpart funds
- Compliance with loan agreements
- Quality and timeliness of audit reports
- Overall portfolio performance improved

INITIATIVE BRIEF: ETHIOPIA

I. SUMMARY DESCRIPTION

16. The decision to establish a field office in Ethiopia was taken in mid-2004 mainly in recognition of the growing importance of the country portfolio and the need to improve coordination of emerging country strategies, policies and investment programmes with other development partners. Currently, Ethiopia is the largest recipient of IFAD development assistance in sub-Saharan Africa. Both the Government and key development partners have welcomed the initiative, which is seen as a positive development mirroring the leadership role that IFAD has increasingly assumed in specific subsectors critical to sustainable poverty reduction; this has taken the form primarily of investment programmes to improve access by poor rural households to: (i) reliable financial services; (ii) agricultural output markets; and (iii) irrigation.

17. According to the Rome Declaration on Harmonization (2003), Ethiopia is a frontier country for which development partners and the Government have agreed to establish a common framework for comprehensive policy dialogue and improved donor coordination. The proposed field office is therefore a timely response to the declaration and will help to ensure synergy and a common approach to emerging rural poverty reduction strategies, policies and investment programmes.

II. PURPOSE AND JUSTIFICATION

18. IFAD is one of Ethiopia's key development partners and its role has increasingly been recognized by other development partners and appreciated by the Government. Notwithstanding the limitations of its funding envelope in comparison with other multilateral financial institutions, IFAD has influenced the shape and direction of public strategies, policies and resources (including other donor funds) in favour of the rural poor in the country, in a setting where public investments are necessarily characterized by large, sector-wide programmes. IFAD support for renewed and concerted efforts within the public sector to address the constraints on agricultural output marketing has been significant. Specifically, it has been instrumental in generating informed debate about the critical role that an efficient agricultural marketing system should play in sustainable rural poverty reduction through the successful transformation of agrarian societies, such as Ethiopia, into modern market economies. The IFAD Field Presence Facility will reaffirm the Fund's commitment to enhanced collaboration with the Government and development partners, reflecting the growing importance of its country portfolio.

19. In addition to hosting a comparatively large number of donor agency offices, Addis Ababa is also the site of the headquarters of the United Nations Economic Commission for Africa (ECA) and the African Union. As the role and importance of these two institutions gain currency, particularly in the context of the New Partnership for Africa's Development and the Commission for Africa, the urgency for enhanced collaboration between IFAD and other development partners at the field level will increase.

20. Equally important, the size of the IFAD country portfolio in Ethiopia is likely to grow, even under the performance-based allocation system. Implicitly, that growth must be matched by concerted efforts to improve the quality of the country portfolio mainly by ensuring timely follow-up actions with the federal government and the increasingly autonomous regional state governments. In addition to providing leadership in selected thematic areas such as rural finance and agricultural output marketing, the IFAD field support manager will play an ever larger role in ensuring effective coordination of ongoing and planned investment programmes with emerging national strategies and policies.

III. DETAILED OBJECTIVES

21. The objectives of the proposed FPPP initiative for Ethiopia are to:
- (a) Improve coordination among IFAD, the Government and key development partners with a view primarily to ensuring synergy and a common approach to emerging rural poverty reduction strategies, policies and investment programmes.
 - (b) Articulate and build awareness about IFAD's mandate, its corporate, regional and country strategies, and its policies and procedures among development partners represented in Ethiopia and among programme implementation staff.
 - (c) Provide implementation support to the Government and other local stakeholders and participate in the fieldwork of visiting missions.
 - (d) Maintain close working relationships with the Government, development partners and NGOs, specifically in relation to ongoing and planned investment programmes.

IV. COUNTRY BACKGROUND

22. Over the past twenty years, IFAD has assisted Ethiopia with loans on highly concessional terms and grants amounting to USD 169 million in the aggregate towards the cost of 11 development projects and programmes, in addition to approximately USD 24.4 million in debt relief under the Heavily Indebted Poor Countries Debt Initiative.

23. With nearly 70 million people, Ethiopia is the second most populous nation in sub-Saharan Africa. It was ranked in position 170 among the 177 countries in the 2004 Human Development Index. With a GDP per capita income of USD 90, it is one of the poorest countries in the world. About 44% of the population lives below the national poverty line, with clear disparities between rural and urban areas. However, the low Gini coefficient of around 0.26 means that household incomes are evenly distributed in rural areas. Only about 24% and 15% of the population have access to safe drinking water and proper sanitation facilities, respectively. Most households have limited access to essential social services and infrastructure, such as roads, primary health care facilities and schools. Infant mortality is high at 116 per 1 000 live births and the gross primary school enrolment rate is a low 64%. There is also a disparity in school enrolment between boys (76%) and girls (52%). Life expectancy at birth is also low (42 years) and is falling due to the effects of the HIV/AIDS pandemic; an estimated 4.4% of the adult population is HIV-positive. With substantial support from development partners, the Government is implementing major investment programmes to reduce the spread of the pandemic and alleviate its socio-economic impact.

24. Partly in response to the institutional and policy reforms undertaken by the Government, Ethiopia has experienced reasonable annual GDP growth rates, averaging 5.8% from 1991/92 to 2000/01. Agricultural output accounts for roughly 45% of GDP but is highly susceptible to drought, which has led to wide fluctuations in annual GDP growth rates. The rate decelerated from 7.7% in 2000/01 to 1.9% and 3.9% in 2002 and 2003, respectively. Overall, however, the average GDP growth rate for the decade ended 2000/01 compared favourably with the minimum growth rate of 5.7% required to meet the Millennium Development Goal of reducing by half the number of people living below the national poverty line by 2015.

25. Ethiopia remains an agrarian society, a fact recognized within the framework of the country's Sustainable Development and Poverty Reduction Programme (SDPRP), where it is envisaged that the agricultural sector must grow by at least 5% per annum in order to reduce poverty significantly by 2015. Agriculture is the main source of employment and income for about 85% of the country's population. It is also the major source of export earnings and the primary source of raw materials for the industrial sector. The growth rate of agricultural GDP over the decade (around 2.6% per annum)

has barely kept pace with population growth. The low growth rate in agriculture and the high incidence and severity of rural poverty can be attributed to increasingly frequent droughts, the predominantly low-input/low-output production technologies employed by the majority of smallholder farmers, limited access by rural households to essential support services, environmental degradation, population pressure, the lack of alternative income-generating opportunities, limited access to markets, and underdeveloped transport and communication networks.

V. SCOPE OF WORK

26. The scope of the work of the FPF will be guided by IFAD's strategy for Ethiopia as embodied in IFAD's country strategic opportunities paper for Ethiopia. The strategy calls for supporting investment programmes holding the greatest potential impact in terms of sustained increases in household food security and incomes. In pursuit of this strategy, such investment programmes should enhance access by poor rural households to: (i) productive natural resources; (ii) irrigation with due attention to sustainable water use and management; (iii) reliable financial services; (iv) improved production technologies; (v) markets; and (vi) complementary social infrastructure. The FPF will provide a unique opportunity to continuously monitor and ensure harmony among emerging rural poverty reduction strategies.

27. **Policy dialogue.** The field support manager will be responsible for enhancing collaboration among IFAD and government and key development partners, primarily by articulating and building awareness about IFAD's mandate, current policies and emerging corporate, regional and country strategies. He/she will maintain and promote constructive dialogue on emerging rural poverty reduction strategies, policies and investment programmes, including active participation in the local Development Assistance Group and the annual performance review of the country's Sustainable Development and Poverty Reduction Programme.

28. **Partnership-building.** The FPF would provide the opportunity to further develop IFAD's relationship with in-country partners. The field support manager would represent IFAD at national and regional meetings, workshops and task forces relevant to IFAD's mandate organized by government, UN and other development partners.

29. **Implementation support.** The field support manager will undertake field visits to follow up on key outstanding issues in support of project/programme implementation.

30. **Knowledge management.** The field support manager will provide leadership and work closely with the Government, development partners and local stakeholders in the design and development of national systems for monitoring and evaluation.

VI. TERMS OF REFERENCE

31. Under the supervision of the country programme manager for Ethiopia, the field support manager will:

- (a) participate in policy dialogue forums and round-table meetings with other donors and government agencies;
- (b) take part in in-country donor debates on rural poverty issues, to ensure that IFAD experience and learning contribute to ongoing processes with the framework of the country's Sustainable Development and Poverty Reduction Programme;
- (c) provide implementation support directly to projects in close coordination with cooperating institutions and IFAD;

- (d) visit project beneficiaries in order to build a shared vision of projects and achievement of their objectives; and
- (e) work with government and other stakeholders towards the implementation of a monitoring and evaluation system within the public sector that adequately responds to IFAD's results and impact management system (RIMS).

32. The field support manager will be expected to be very familiar with IFAD's mandate and its corporate, regional and country strategies. In addition, he/she should have a good working knowledge of evolving government development strategies in the agricultural and rural sectors. He/she will also be required to provide leadership in policy dialogue on key areas in which IFAD has assumed a lead role among development partners, such as rural finance and agricultural output marketing.

33. In order to effectively carry out related duties and responsibilities, the field support manager will be expected to have a postgraduate degree in social sciences (such as economics, agricultural economics, business administration, rural sociology); over ten years' experience in public-sector programming, implementation and evaluation; working experience with international development agencies or reputable NGOs; a good command of both English and Amharic; and strong analytical, leadership, presentation and communication skills.

VII. TYPE OF CONTRACT

34. The field support manager will be selected locally on a competitive basis following procedures of the United Nations Development Programme (UNDP). IFAD will compile the short list of candidates and make the final selection. UNDP, however, will be responsible for concluding contracts with candidates for payroll administration, etc., on behalf of IFAD. The incumbent will report directly to the IFAD country programme manager for Ethiopia, under the general supervision of the Director of the Eastern and Southern Africa Division. The field support manager will be appointed for a fixed term of one year with subsequent extensions based on satisfactory performance evaluations. She/he will prepare a concrete three-year workplan and also submit an annual workplan and budget for approval each year, to be prepared in consultation with project managers and to include both the operational and policy-oriented tasks to be implemented. The workplan and budget will include milestones to be achieved at both levels as well as clear monitoring indicators.

VIII. INSTITUTIONAL ARRANGEMENTS

35. The FPF will be located in the ECA complex, close to the UNDP country office. In addition to covering annual staff and office running costs, IFAD will reimburse UNDP for a one-time establishment cost to cover necessary office equipment and furniture. Given the very limited nature and poor quality of public transport in Addis Ababa, IFAD agrees with UNDP's recommendation to include a four-wheel-drive vehicle as part of the establishment cost in order to ensure reasonable staff mobility for effective coordination and field visits.

IX. DETAILED BUDGET

36. The table below shows estimated FPF costs (in USD) over the next three years.

Description	2005	2006	2007	Total
Establishment cost:				
One four-wheel-drive vehicle	30 000			
Office equipment and office furniture	10 000			
Recurrent costs:				
National programme staff	48 000	48 000	48 000	144 000
Office rent, vehicle maintenance and sundries	22 000	22 000	22 000	66 000
Total cost	110 000	70 000	70 000	250 000

X. CRITERIA FOR EVALUATING RESULTS AND IMPACT OF THE INITIATIVE

37. The following indicators are proposed:

Policy dialogue (process and outcome indicators)

- Number of policy forums and task forces in which the field support manager is the lead member
- Number of partnerships and links established at the policy level
- Increased knowledge and visibility of IFAD at the country level
- Greater IFAD influence on emerging strategies and policies
- Increased institutional orientation to rural poverty reduction
- More collaboration and better coordination among development partners
- More frequent references to IFAD country strategies and interventions in official documents

Partnership-building (process and outcome indicators)

- Number of meetings with national/government institutions on issues related to IFAD programmes
- Number of meetings with NGOs, community-based organizations and civil society organizations
- Number of meetings with donors
- Relevance of meeting outcomes to IFAD's concerns and rural poverty issues
- Enhanced harmonization 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
- More cofinancing opportunities

Knowledge management (process and outcome indicators)

- Regular substantive reporting to IFAD headquarters (number of reports)
- Leadership and participation in relevant country-level thematic groups and communities of practice (indicated by number of groups and communities)
- Regular knowledge-sharing with in-country stakeholders, in particular IFAD-financed projects/programmes (number of seminars/workshops organized; number of participants)
- Briefing of visiting missions (number of meetings)
- Improved IFAD headquarters knowledge of country-related issues
- Country programme manager better able to monitor and participate in country dialogue
- Greater sharing of lessons with and among projects
- More replication and scaling up of successful IFAD innovative approaches to rural poverty reduction

Project implementation (outcome indicators)

- Reduced time lag between Executive Board approval and effectiveness
- Timeliness of progress and audit reports
- Overall disbursement rates by project
- Number of individual and field visits
- Improved dialogue with local service providers
- Implementation staff knowledge of IFAD strategies and development initiatives
- Implementation of a monitoring and evaluation system that adequately responds to IFAD's results and impact management system (RIMS)

INITIATIVE BRIEF: HAITI

I. SUMMARY DESCRIPTION

38. The proposed Field Presence Facility (FPF) initiative in Haiti will involve the appointment of a field support manager, in principle from the region and based in Port-au-Prince, with periodic support from facilitators for the organization of national/local workshops and training events on selected poverty reduction and rural development themes. The FPF initiative is intended to strengthen several aspects of the IFAD country programme by: (i) facilitating project implementation to achieve objectives and maximize impact on the target group and the design of new programmes; (ii) ensuring continuity of IFAD participation in national debate on combating rural poverty and related themes; (iii) developing coordination and building closer partnerships with other donors; and (iv) capturing more effectively experiences and lessons learned from field operations for use in in-country dialogue on pro-poor policy and institutional development and for IFAD headquarters' knowledge base.

39. The initiative is timely and conditions for it are conducive. The United Nations Stabilization Mission in Haiti was formally launched on 1 June 2004; and the Government has invited IFAD to participate along with other donors in joint efforts to ensure economic recovery in Haiti.

II. PURPOSE AND JUSTIFICATION

40. The need for IFAD to have a field presence in Haiti has become particularly acute since the events of February 2004, when, following a consultative process, a non-political transition Government took office to lead the country until the election and installation of a new president on 7 February 2006. As part of the return to democracy, the transition Government's first task was to identify priority social and economic reform programmes for the next two years, as part of an interim cooperation framework (ICF). A donor meeting was held in Port-au-Prince in April 2004 to launch the ICF preparation process. Ten priority themes/sectors have been defined and working groups formed for each of these, mobilizing experts from international and national institutions. Although IFAD was invited to participate in the process, it was unable to do so as this would have required a continuous presence in Port-au-Prince between April and June 2004. However, several IFAD missions to the country during that period kept in contact with the Government (Office of the Prime Minister), project executing agencies (Ministry of Agriculture and the Economic and Social Assistance Fund) and several donors (UNDP, the Food and Agriculture Organization of the United Nations, the Inter-American Development Bank, the French Development Agency and the German Agency for Technical Cooperation); mission members also attended working group sessions linked to themes/sectors of interest, such as the environment, agriculture and food security, local development and decentralization.

41. In April 2004, the UN Security Council approved a resolution establishing the United Nations Stabilization Mission in Haiti, led by a Special Representative of the Secretary-General. The mission has a military and a civil component and is mandated to support the transition Government in re-establishing security and stability in Haiti.

42. The ICF was presented to an international donor conference on Haiti in Washington, D.C., in July 2004, and donors pledged over USD 1 billion for its funding. The programmes forming the four pillars of the ICF are: (i) strengthening political governance and promoting national dialogue; (ii) strengthening economic governance and contributing to institutional development; (iii) promoting economic recovery; and (iv) improving access to basic services. The forthcoming period will be particularly relevant for Haiti's future: the main challenge now is to use these funds to implement programmes effectively and to improve the lives of Haitians within the short time frame of the ICF, particularly in view of the country's weak institutional capacity.

43. Haiti meets the FPPP selection criteria by demonstrating the following characteristics:

- (a) It is the poorest nation in the Western Hemisphere. Haiti's socio-economic situation is alarming, particularly in rural areas which are where 60% of the population live. Poverty in the country has been aggravated by the political crisis and socio-economic instability of recent years, the recurrence of natural calamities in 2004 and deterioration of the environment.
- (b) The political momentum generated by the country's crisis has inspired confidence. The non-political transition Government is deeply committed to its mandate, which ends with the transfer of power to an elected president in February 2006. The international community joined in unanimous solidarity to support the transition Government's social and economic reform process. The approach adopted for ICF preparation, i.e. involvement of all key actors (national institutions, political parties, the private sector, civil society and NGOs) and donor coordination at the theme/sector level, illustrates how conducive the environment is for an IFAD field presence.
- (c) One of the strategic axes of the ICF is to strengthen economic governance and contribute to institutional development, recognizing that weakness in economic governance has been one of the most serious impediments to economic growth and poverty reduction in Haiti. The involvement of communities is considered essential to achieving a positive impact of ICF interventions. For this purpose, the establishment of decentralized participatory structures is planned in the preparation of strategic action programmes at the local level. In parallel, coordination mechanisms will be put in place. The transition strategy aims to formulate and validate policies for regional, urban and local development and for decentralization, to be submitted to the next government. IFAD's accumulated experience in working with communities and local development constitutes an asset for the implementation of decentralization reforms that imply the active participation of the rural poor. Clearly, this is an area where strengthening the policy and institutional environment in favour of IFAD's target group is critical, and where broad dissemination of IFAD experience could contribute to decentralization and local development policy design. An IFAD field presence would facilitate action on these key elements.
- (d) IFAD's country programme in Haiti is significant, with three ongoing projects financed by loans totalling about USD 48 million. The medium-term outlook should however be clarified, as the present performance-based allocation system for the period 2005-2007 reduces the yearly allocation to Haiti, compared with the last decade.

44. The purpose of the FPP in Haiti is to: (i) improve the quality of operations in terms of achieving objectives and impact on the target group and enhancing the design of new programmes; (ii) provide sustained assistance to the Government to tackle rural poverty and support local institutions and organizations, particularly in areas where IFAD has gained experience through its field operations; (iii) increase coordination with other donors for concerted action in favour of the rural poor and possible cofinancing; (iv) highlight successful project experiences and initiatives for use in-country and at IFAD headquarters.

45. The timing of the FPPP initiative is particularly opportune. The transition period will feature intensive consultations between the Government and donors for the implementation of ICF programmes and the design of policy and institutional reforms to be submitted to the elected government. This will be followed by the installation of the new government and a period where intensive support and cooperation will be crucial to economic recovery.

III. DETAILED OBJECTIVES

46. The objectives of the initiative are listed below.
- (a) Support project implementation, management and supervision and the design of new programmes by: (i) ensuring that main issues are rapidly identified and discussed at the project and executing agency level and that more thorough analyses of project progress and performance are undertaken; (ii) improving links among field projects, IFAD headquarters and cooperating institutions by providing inputs and feedback on project implementation and management; and (iii) assisting in the organization of IFAD/cooperating institution missions.
 - (b) Participate in dialogue (in coordination with other donors) with the Government, civil society and NGOs on policy and institutional development issues related to the rural poor, focusing on themes of relevance to IFAD in the specific context of Haiti and related to field operations.
 - (c) Facilitate the forging of partnerships with international donors and consolidate cooperation with the Inter-American Development Bank, the French Development Agency and the Organization of the Petroleum Exporting Countries (OPEC) Fund.
 - (d) Enhance IFAD knowledge by capturing project experiences and lessons in selected strategic areas more effectively and ensuring their dissemination at the country level as a basis for exchange and policy dialogue.

IV. COUNTRY BACKGROUND

47. Haiti is ranked in position 146 in the Human Development Index. It is estimated that two thirds of the population (of eight million) live below the poverty line. Life expectancy is 53 years; the infant mortality rate is 80 per 1 000; HIV/AIDS affects more than 5% of the population; and the net primary school enrolment rate is 68%.

48. About five million people live in rural areas and 80% of them are poor. The natural-resource base of the country is rapidly deteriorating: environmentally harmful land use and inappropriate production systems together with population pressure in hillside areas are contributing to this environmental damage. The most deprived rural groups and the poorest areas are the primary targets of IFAD's current projects in the country. These focus strategically on using a participatory approach, strengthening grass-roots organizations, promoting sustainable agricultural development and diversifying sources of income. The projects have an integrated gender perspective.

49. IFAD has so far approved six loans for Haiti totalling USD 71.3 million on highly concessional terms and one technical assistance grant of USD 1.4 million. The three ongoing projects are the Small-Scale Irrigation Schemes Rehabilitation Project, originally scheduled to be closed in December 2003 but due to force majeure has been subject to special procedures; the Food Crops Intensification Project - Phase II; and the Productive Initiatives Support Programme in Rural Areas approved in April 2002 and effective since December 2002. This last programme is being implemented under the Flexible Lending Mechanism.

50. As regards partnerships with other donors, collaboration between the Inter-American Development Bank (IDB) and IFAD already exists at the level of the IDB-supported Economic and Social Assistance Fund (FAES), which is the executing agency for the Productive Initiatives Support Programme in Rural Areas. This collaboration is set to increase inasmuch as the IDB has approved a new loan of USD 65 million for the Local Development Programme, to be executed by the FAES. The design of this new IDB programme is based on the approach used in the Productive Initiatives Support Programme in Rural Areas and technical documentation prepared by IFAD consultants. Financing

from the French Development Agency for the Small-Scale Irrigation Schemes Rehabilitation Project was suspended in March 2001, with only 10% of the original amount disbursed. Financing from the OPEC Fund for the same project only reached 37% of the original amount owing to administrative and arrears problems.

V. SCOPE OF WORK

51. The functions of the FPF initiative in Haiti are organized under the following four headings.

52. **Project implementation, management and supervision, and new programme design.** The FPF initiative will: (i) support project implementation and management, which includes periodic field visits to beneficiaries; representation at project steering committee meetings; participation in the preparation of annual workplans and budgets; timely identification of technical, financial and administrative issues; and assistance in problem resolution; and (ii) collect data and studies for the preparation of IFAD/cooperating institution missions and participate in same.

53. **Policy dialogue.** The initiative will ensure: (i) regular participation in relevant policy meetings and events of interest to IFAD's target group and which involve the Government, civil society and NGOs; and (ii) organization of national/local workshops and training events with the support of external facilitators.

54. **Partnership-building.** This will involve: (i) regular participation in relevant donor meetings, particularly those related to ICF implementation; and (ii) consolidating partnership with the IDB in the area of participatory local development and with the French Development Agency in the area of small-scale irrigation. The initiative will also develop collaboration with other donors.

55. **Knowledge management.** The initiative will: (i) promote consultation with beneficiaries and project staff to make full use of successful initiatives and document project experiences and lessons learned; (ii) establish a two-way knowledge flow; and (iii) report to headquarters and prepare papers related to the accomplishment of the four main functions.

VI. TERMS OF REFERENCE

56. In principle, the field support manager will either be a Haitian national or come from the Caribbean subregion. He/she will be expected to hold a university degree in social sciences (such as economics or agricultural economics) and have experience in rural poverty reduction and rural development programmes, particularly as far as implementation is concerned. The incumbent's tasks will be to:

- (a) follow up on project operations and the design of new programmes by: (i) providing guidance and technical and administrative support to ensure smooth implementation; (ii) developing close working relations with project staff and stakeholders through periodic visits to project beneficiaries with a view to building a shared vision of projects and helping to achieve project objectives; (iii) periodically assessing project performance with key stakeholders; (iv) providing support with regard to disbursements, and ensuring proper accounting and use of funds and quality and timeliness of audits; and (v) preparing periodic (three-monthly) progress reports and providing feedback to the IFAD country programme manager to facilitate the identification of opportunities and problems;
- (b) participate in meetings, workshops and discussions with national and international institutions, civil society organizations and NGOs, and in all activities of interest to IFAD;
- (c) promote and generate new activities in order to enhance partnership-building and knowledge management; and

- (d) provide assistance to missions fielded by IFAD and/or cooperating institutions and partner agencies.

VII. TYPE OF CONTRACT

57. The field support manager will be housed at the UNDP country office. The incumbent will report directly to the IFAD country programme manager for Haiti, under the general supervision of the Director of the Latin America and the Caribbean Division. He/she will prepare a concrete three-year workplan and also submit an annual workplan and budget for approval each year. This will be prepared in consultation with project managers and will include both the operational and policy-oriented tasks to be implemented. The annual work plan and budget will include milestones to be achieved at both levels and clear monitoring indicators. Progress reports describing major activities undertaken and results and impact achieved will be submitted regularly.

VIII. INSTITUTIONAL ARRANGEMENTS

58. The field support manager will be housed at the UNDP country office or alternatively in the offices of national institutions responsible for ICF coordination or IFAD project execution. The final decision on this will depend on comparative advantages and negotiations with interested institutions.

IX. DETAILED BUDGET

59. IFAD will finance approximately USD 210 000 of the FPPP initiative costs, over a period of three years. This includes the services of a full-time field support manager, field visits, operating costs and the cost of international facilitators for the organization of national/local workshops and training events. It does not cover other logistical support costs to be provided by the projects through liaison offices in Port-au-Prince and during field visits.

Description	2005	2006	2007	Total
Investment				
Equipment and furniture	2 000			2 000
Recurrent				
Field support manager staff costs	42 000	42 000	42 000	126 000
Workshops and facilitation	15 000	15 000	15 000	45 000
Rent, transport and sundries	13 000	13 000	13 000	39 000
Total	72 000	70 000	70 000	212 000

X. CRITERIA FOR EVALUATING RESULTS AND IMPACT OF THE INITIATIVE

60. The following indicators are proposed:

Policy dialogue (process indicators)

- Participation and contribution to policy and ICF sectoral meetings
- Specific support to governmental bodies, civil society organizations and NGOs in policy dialogue

Policy dialogue (outcome indicators)

- Improved knowledge about IFAD at the country level
- Increased institutional attention to rural poverty reduction and progress in reducing policy and institutional obstacles to poverty reduction

Partnership-building (process indicators)

- Meetings held with donors and joint field visits

Partnership-building (outcome indicators)

- Improved coordination with other donors
- Increase in cooperation resources that reach the poor
- Greater cofinancing or parallel financing with other donors

Knowledge management (process indicators)

- Participation in field visits where project beneficiary knowledge is gathered and support to enhancing local knowledge and adequate dissemination thereof
- In-country knowledge-sharing

Knowledge management (outcome indicators)

- Dissemination of experiences and lessons learned from beneficiaries/projects through publications

Project implementation (process indicators)

- Field visits to beneficiaries
- Meetings with project directors, government authorities, local bodies
- Compliance with loan agreements
- Availability of counterpart funds
- Checking accounts
- Compliance with annual workplans and budgets
- Progress reports

Project implementation (outcome indicators)

- Indicators based on IFAD project status reports
- Quality of accounts
- Quality and timeliness of audits
- Availability of counterpart funds
- Overall disbursement by project
- Compliance with loan agreement
- Compliance with procurement procedures
- Preparation of progress and monitoring reports