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IFAD

INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT

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REPORT AND RECOMMENDATION OF THE PRESIDENT

TO THE EXECUTIVE BOARD ON PROPOSED

GRANTS UNDER THE GLOBAL/REGIONAL GRANTS WINDOW

TO

NON-CGIAR-SUPPORTED INTERNATIONAL CENTRES

TABLE OF CONTENTS

ABBREVIATIONS AND ACRONYMS	ii
PART I – INTRODUCTION	1
PART II – RECOMMENDATION	2
ANNEXES	
I. ICIMOD: PROGRAMME FOR SECURING LIVELIHOODS IN THE UPLANDS AND MOUNTAINS OF THE HINDU KUSH-HIMALAYAS, PHASE II	5
II. INBAR: PROGRAMME FOR ENHANCED BAMBOO- AND RATTAN-BASED SMALLHOLDER LIVELIHOOD OPPORTUNITIES	10
III. TECHNOSERVE: PROGRAMME FOR BUILDING A PRO-POOR, COMPETITIVE CASHEW INDUSTRY IN EAST AFRICA	15
IV. WARF: MANAGEMENT-CAPACITY-STRENGTHENING PROGRAMME FOR IFAD-FUNDED PROJECTS IN WESTERN AND CENTRAL AFRICA	19

ABBREVIATIONS AND ACRONYMS

CGIAR	Consultative Group on International Agricultural Research
ICIMOD	International Centre for Integrated Mountain Development
INBAR	International Network for Bamboo and Rattan
MCSP	Management-Capacity-Strengthening Programme for IFAD-Funded Projects
SME	small and medium enterprise
WARF	West Africa Rural Foundation

**REPORT AND RECOMMENDATION OF THE PRESIDENT OF IFAD
TO THE EXECUTIVE BOARD ON GRANTS UNDER THE GLOBAL/REGIONAL
GRANTS WINDOW TO NON-CGIAR-SUPPORTED INTERNATIONAL CENTRES**

I submit the following report and recommendation on four proposed grants, in the amount of USD 5 700 000, under the global and regional grants window to international centres not supported by the Consultative Group on International Agricultural Research (CGIAR).

PART I – INTRODUCTION

1. This report recommends the provision of IFAD support to the research and training programmes of the following non-CGIAR-supported international centres: the International Centre for Integrated Mountain Development (ICIMOD), the International Network for Bamboo and Rattan (INBAR), TechnoServe and the West Africa Rural Foundation (WARF).

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

- I. ICIMOD: Programme for Securing Livelihoods in the Uplands and Mountains of the Hindu Kush-Himalayas, Phase II;
- II. INBAR: Programme for Enhanced Bamboo- and Rattan-Based Smallholder Livelihood Opportunities;
- III. TechnoServe: Programme for Building a Pro-Poor, Competitive Cashew Industry in East Africa; and
- IV. WARF: Management-Capacity-Strengthening Programme for IFAD-Funded Projects in Western and Central Africa.

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

4. The strategic objectives of IFAD's support for technology development relate to: (a) IFAD's target groups and their livelihoods strategies, specifically in remote and marginalized agroecological areas; (b) technologies that build on traditional knowledge systems, are gender responsive and enhance and diversify the productive potential of resource-poor farming systems by improving productivity, addressing production bottlenecks and improving market opportunities; (c) access to productive assets (land and water, financial services, labour and technology, including indigenous technology) and the sustainable and productive management of such resources; (d) a policy framework that provides the rural poor with an incentive to reach higher levels of productivity, thereby reducing their dependence on transfers; and (e) an institutional framework within which formal and informal, public and private sector, local and national institutions provide services to the economically vulnerable according to their comparative advantage. Within this framework, IFAD also intends to develop commodity-based approaches to the rural poor. Finally, the establishment of a consolidated network for knowledge gathering and dissemination would enhance the Fund's capacity to establish long-term strategic linkages with its development partners and to multiply the effect of its agricultural research and training programme.

5. The grants proposed in this document respond to the foregoing strategic objectives. The Programme for Securing Livelihoods in the Uplands and Mountains of the Hindu Kush-Himalayas Phase II, to be implemented by ICIMOD relates to all five objectives mentioned above, viz., improving access to productive natural resources and technology, strengthening the capacity of the rural poor and their organizations and increasing access to markets. More specifically, it corresponds to objectives (a) and (b): to introduce and support innovations that sustainably improve the livelihoods of poor and disadvantaged peoples, build the capacity and promote the development of pro-poor institutions and foster policy dialogue in order to develop an enabling environment for sustainable pro-poor development.

6. The INBAR proposal for the Programme for Enhanced Bamboo- and Rattan-Based Smallholder Livelihood Opportunities corresponds to strategic objectives (a), (b) and (e). In particular, the proposed programme would promote a market oriented focus that provides the rural poor with market access locally and in Europe. INBAR has developed several transfer-of-technology models that build on traditional knowledge systems and involve women in small and medium enterprises. Through the global market initiative, INBAR provides an institutional framework that brings together the public and private sectors and develops commodity-based approaches for the benefit of the rural poor. INBAR is a network institution that provides knowledge gathering and dissemination for its partners.

7. The TechnoServe grant programme would support the achievement particularly of objectives (a), (d) and (e). Focusing on the low potential coastal regions of East Africa, where poverty levels are substantially higher than the national averages, the programme would promote a coordinated approach for rebuilding the processed cashew industry by bringing together NGOs, governments and private-sector service providers to support poor rural producers across the region, as well as processing companies that would, in turn, provide markets and associated services for those producers. It would also have a strong policy orientation at both the national and the regional levels that is expected to provide an enabling framework for the development of the industry and strong incentives for producers to expand their output of cashews.

8. The Management-Capacity-Strengthening Programme for IFAD-Funded Projects in Western and Central Africa corresponds to strategic objective (e) by targeting capacity building in IFAD-funded projects, as well as regional training institutions. In turn, this would strengthen the implementation of IFAD projects. It is envisioned that this proposal would benefit about 50 projects in the region.

PART II – RECOMMENDATION

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

RESOLVED: that the Fund, in order to finance, in part, the Programme for Securing Livelihoods in the Uplands and Mountains of the Hindu Kush-Himalayas, Phase II, shall make a grant not exceeding one million two hundred thousand United States dollars (USD 1 200 000) to ICIMOD, upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board in this Report and Recommendation of the President.

FURTHER RESOLVED: that the Fund, in order to finance, in part, the Programme for Enhanced Bamboo- and Rattan-Based Smallholder Livelihood Opportunities, shall make a grant not exceeding one million five hundred thousand United States dollars (USD 1 500 000) to INBAR, upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board in this Report and Recommendation of the President.

FURTHER RESOLVED: that the Fund, in order to finance, in part, the Programme for Building a Pro-Poor, Competitive Cashew Industry in East Africa, shall make a grant not exceeding one million five hundred thousand United States dollars (USD 1 500 000) to TechnoServe, upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board in this Report and Recommendation of the President.

FURTHER RESOLVED: that the Fund, in order to finance, in part, the Management-Capacity-Strengthening Programme for IFAD-Funded Projects in Western and Central Africa, shall make a grant not exceeding one million five hundred thousand United States dollars (USD 1 500 000) to WARF, upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board in this Report and Recommendation of the President.

Lennart Båge
President

ICIMOD: PROGRAMME FOR SECURING LIVELIHOODS IN THE UPLANDS AND MOUNTAINS OF THE HINDU KUSH-HIMALAYAS, PHASE II

I. BACKGROUND

1. The first phase of the programme of IFAD and the International Centre for Integrated Mountain Development (ICIMOD) introduced innovations and highlighted impacts that need to be continued in IFAD-supported upland projects through the creation of stronger linkages to partnerships and policy and the projection of IFAD as a dominant actor in the development of the upland poor. Pre-investment activities were carried out in the Chittagong Hill Tracts of Bangladesh, and implementation support activities were undertaken for the Second Eastern Zone Agricultural Programme in Bhutan, the North Eastern Region Community Resource Management Project for Upland Areas in India, the Western Uplands Poverty-Alleviation Project in Nepal, and the South Federally Administered Tribal Areas Development Project, the Dir Area Support Project and Northern Areas Development Project in Pakistan. Dialogue has been ongoing with the projects, and technical inputs have been supplied when needed, for example, through participation in the design of the Livelihoods Improvement Project in the Himalayas, covering the states of Uttaranchal and Meghalaya in India. The first phase of the programme's activities primarily catered to the specific needs of IFAD projects. The exception was the regional shifting-cultivation initiative, which is the only initiative that has centred on the domain of policy dialogue in a significant way.

II. RATIONALE AND RELEVANCE TO IFAD

2. A Phase I programme-review mission (conducted in June 2004) strongly recommended that a second phase of the IFAD-ICIMOD programme be carried out. In line with the review mission's recommendations, the proposed second phase builds heavily on the lessons learned during Phase I and aims to address remaining gaps. The proposed grant resources would place emphasis on: (a) gender mainstreaming across all IFAD upland projects; (b) the generation and scaling-up of pro-poor options that are relevant and applicable to poor, marginalized peoples (particularly women) in upland areas; and (c) playing a role in policy dialogue so as to build on the successes of IFAD project experience. The second phase would synthesize and document the programme's emerging experience in fostering sharing among IFAD-supported upland projects and in promoting effective policy dialogue, which did not receive sufficient emphasis during Phase I. Similarly, during Phase II, the programme would build on successful partnerships, such as those undertaken among projects, NGOs, community-based organizations and the private sector.

3. The proposed activities are in line with and promote the objectives stated in IFAD's Regional Strategy for Rural Poverty Reduction, in which IFAD envisages a catalytic role through the promotion of innovations that can be replicated, knowledge management and emphasis on partnerships. Both the "Rural Poverty Report 2001" and the "Assessment of Rural Poverty in Asia and the Pacific Region" (2001) call for a pro-poor policy environment and the allocation of a greater volume of resources targeted at the poor, especially women, living in areas that have limited agricultural potential and limited access to markets and that are neglected by national governments and international donors.

4. ICIMOD remains the only institution focused exclusively on increasing cooperation among upland and mountain areas of the Hindu Kush-Himalayas by sharing knowledge, implementing good practices and developing networks and cooperative mechanisms. ICIMOD's statutory non-political approach enables it to bring together scientists, professionals, government officials and civil society to work together to address specific problems and opportunities in sustainable mountain development. ICIMOD is a small institution and may not have the leverage to force through policy change, but, through its network of partner institutions and stakeholders, it can establish a platform for sharing and common understanding. It can provide a forum through which IFAD can play a catalytic role in policy

dialogue and development. A second phase would build upon ICIMOD's strength as a regional institution with experience in knowledge management so as to provide a policy platform for the engagement of a wide network of partners working on upland issues.

III. PROPOSED PROGRAMME

5. **Goal:** To achieve the sustainable enhancement of the livelihoods of approximately 350 000 poor and marginalized households in the Hindu Kush-Himalayas region through 13 existing and proposed IFAD-supported projects, paying particular attention to women's empowerment and gender mainstreaming.¹

Objectives: In collaboration with IFAD-supported upland projects,

- (a) introduce and support innovations that sustainably improve the livelihoods of poor and disadvantaged peoples;
- (b) build capacity and promote the development of pro-poor institutions, particularly at the community level; and
- (c) foster improved policy dialogue in order to develop an enabling environment for sustainable pro-poor development.

6. **Key programme activities:** The proposed programme, in collaboration with IFAD-supported upland projects, will conduct three sets of interrelated activities, viz., supporting innovations, capacity building and the development of pro-poor institutions and improved policy dialogue. Appropriate technologies will be identified and introduced with the participation of farmers and will build on indigenous and local knowledge and innovations. The support for local community groups will enhance their capacity to benefit from thematic networks and new technologies. Activities in the area of policy analysis and dialogue will assist in documenting successes and scaling them up in larger areas.

The proposed programme would conduct the following activities:

(a) introduce and support innovations that sustainably improve the livelihoods of the poor and disadvantaged peoples:

- conduct market analysis to identify viable market opportunities for enterprise development (products and services) in which the project areas have comparative advantage;
- identify, with the participation of the target group(s), the constraints on the realization of economically and socially viable opportunities and the means to eradicate these barriers and constraints;
- identify practicable technologies for the development of viable enterprises (producing goods and services);
- identify, with the participation of the target group(s), appropriate technologies that can help address social needs (e.g., technologies that reduce women's drudgery and improve health and sanitation);
- document the pro-poor institutional and technological innovations in natural resource management emanating from the experience in IFAD upland projects and of other partners as a means of identifying good practices; and
- synthesize and disseminate IFAD experience to development practitioners, policy-makers

¹ This would build on the initiatives that have been undertaken during Phase I: (a) building on the innovations of farmers in natural resource management (e.g., participatory modelling tools), particularly in the area of shifting cultivation; (b) the promotion of market access and enterprise development for non-timber forest products; (c) gender mainstreaming across IFAD upland projects; and (d) governance and capacity building among community institutions. Flexibility would be ensured so as to incorporate emerging innovations in IFAD approaches in the project areas.

and a broader network of partners working towards the same goal of pro-poor development.

(b) build capacity and promote the development of pro-poor institutions, particularly at the community level:

- partner with pro-poor institutions, individuals and community groups at the local, national and regional levels both to enlarge their own institutional capacity and to develop broader networks around the thematic areas of enhanced livelihoods and gender equity;
- support the development of thematic networks involving different stakeholders, i.e., the target group (particularly women's groups), governments, the private sector and civil society, at the national and regional levels and linking to the global agenda; and
- conduct training and exposure visits by IFAD project staff and project implementing institutions in selected thematic areas and develop communication strategies on project accomplishments and lesson sharing.

(c) foster improved policy dialogue in order to develop an enabling environment for sustainable pro-poor development:

- conduct policy analysis to identify constraints, contradictions and gaps in the policy environment, concentrating initially on areas where improvements can be made without challenging vested interests;
- highlight IFAD project success stories (i.e., successful pro-poor innovations and partnerships) and flag relevant policy and institutional issues to be pursued;
- work with community organizations to identify key problems in the enabling environment;
- build on the programme experience during Phase I (e.g., on shifting cultivation); work with partners to identify key players within the policy-making arena and channel information towards these players through appropriate fora;
- release project and programme findings in a non-challenging way through appropriate fora aimed at key policy- and decision-makers, including donors; and
- work with programme and project partners to provide a neutral ground on which the various parties can meet and discuss issues, priorities and necessary follow-up actions.

IV. EXPECTED OUTCOMES, EXPECTED BENEFITS

7. The expected outcomes of the proposed second phase of the programme include:

(a) improvement in the ability of IFAD projects to deliver:

- economically and socially viable (and hence sustainable) livelihood-enhancing opportunities for poor and disadvantaged people in the operational areas of the projects; and
- technological and institutional innovations in natural resource management that enable IFAD's target group(s) to take advantage of such opportunities;

(b) a consultation process with target groups that identifies constraints on the realization of this (economically and socially viable) potential and the means of overcoming barriers and constraints;

(c) enhancement of the tangible, human, organizational and social capital of partner

ANNEX I

organizations (particularly community-based organizations) and also that of project implementing agencies and partners; and

- (d) a system for monitoring, participatory evaluation and process documentation that synthesizes and disseminates the experience of project and programme initiatives.

V. IMPLEMENTATION ARRANGEMENTS

8. The proposed programme would provide support to ongoing and proposed IFAD-supported upland projects in Bangladesh, Bhutan, China, India, Nepal and Pakistan. It would also enhance the in-country and regional dialogue in each of these countries so as to strengthen each organization's capacity for policy analysis.

9. ICIMOD would be the recipient and implementing agency for this programme. IFAD would provide regular supervision. A programme coordinator would be recruited by ICIMOD, in consultation with IFAD, and would ensure the support of various programmes within ICIMOD, specifically: natural resource management; agriculture and rural income diversification; culture, equity, gender and governance; and information management, communications and outreach. Annual workplans would be approved, and programme outputs would be ensured by a steering committee formed by the integrated programme managers of the above-mentioned ICIMOD programmes.

10. Monitoring, evaluation and reporting arrangements:

- (a) **Progress reports:** Reporting to IFAD on the project would be carried out annually and would include technical and financial components. The report would highlight the thrust of ongoing activities, implementation issues and follow-up actions to be taken. A progress report would be submitted annually highlighting achievements relative to agreed objectives, budget utilization and other issues, as well as how these are being addressed. In particular, the report would highlight areas where there has been an enhancement of the effectiveness of project implementation and engagement in policy dialogue. The report would be presented in a format agreed upon between IFAD and the recipient organization.
- (b) **Monitoring and mid-term review:** IFAD would periodically monitor the progress of the programme. At mid-term, IFAD would perform a comprehensive review of the utilization of grant resources in light of the recipient's financial reporting and, to the extent possible, an assessment of interim impacts. As part of the assessment of implementation support activities, concerned projects would be required to monitor the implementation of grant resources.
- (c) **Documentation of innovations and policy briefs:** The 'documentation of innovations' would be required and would cover pro-poor institutional and technological innovations emanating from the experience of IFAD projects and other partners; these would be packaged as strategies for poverty alleviation. Policy briefs flagging relevant policy and institutional issues to be pursued by IFAD in its dialogue with governments would be created and disseminated in ways that would take full account of the sensitivity of the topics in question.
- (d) **Proceedings from lesson sharing and policy-information-sharing workshops:** Workshops would be regularly organized to disseminate syntheses of these innovations in other IFAD project areas, alongside process documentation, monitoring and participatory evaluation in order to capture insights and synthesize lessons learned for the benefit of other IFAD project areas and a broader network of development practitioners,

ANNEX I

policy-makers and partners who are working to achieve the same goals in poverty reduction.

- (e) **Grant completion reports:** The grant completion report focuses on the identification of the impact the grant has had on the rural poor and on the realization of the grant objectives. Quantitative and qualitative measures of results are included. Innovations tested under the grant are to be clearly identified and the degree of scaling up assessed. The reports would be submitted to IFAD within 60 days of the grant completion date.

**VI. INDICATIVE PROGRAMME COSTS AND FINANCING
(USD)**

Cost Category	IFAD	ICIMOD	IFAD Projects	Total
Personnel cost, project staff	250 000	200 000		450 000
Technical assistance	450 000			450 000
Training, workshop	215 000	50 000	100 000	365 000
Operation costs	120 000			120 000
Audit expenses	10 000			10 000
Country collaborators		50 000		50 000
Overhead	155 000			155 000
Total	1 200 000	300 000	100 000	1 600 000

INBAR: PROGRAMME FOR ENHANCED BAMBOO- AND RATTAN-BASED SMALLHOLDER LIVELIHOOD OPPORTUNITIES

I. BACKGROUND

1. The International Network for Bamboo and Rattan (INBAR) was formally established in 1997 as a multidisciplinary network to provide a systems approach for addressing social, economic, policy, institutional and technical issues related to the development of bamboo and rattan. It had existed as an informal network since 1984. INBAR develops, provides and promotes appropriate technologies and solutions, with the aim of enhancing the quality of life among poor and disadvantaged people in developing countries and of having a favourable impact on forests and degraded environments. As a global intergovernmental network of eight member countries, INBAR links up with a diversity of stakeholders and acts as a public information bank and technology adviser on all aspects of bamboo and rattan, from production to consumption. Its programmes cover livelihood and economic development and environmental aspects and encompass social aspects, engineering, natural resource management, product use and the diffusion of tested technology and information. INBAR provides leadership, coordination and support for strategic and innovative development research activities involving bamboo and rattan.

II. RATIONALE AND RELEVANCE TO IFAD

2. The proposed grant builds upon the investment of IFAD in INBAR. The use of ongoing action-research (on-farm) projects through which considerable capacity has been established is expected greatly to increase overall efficiency and lead to the achievement of the expected outcomes with little or no lag time, while creating sites in new countries. It would strengthen existing and new activities focused on sub-Saharan Africa where new initiatives are under way. IFAD financing is essential to the continuation of key ongoing on-farm validation activities and to the retention of existing cofinancing and other investments and to attracting and strategically linking additional cofinancing and investments. It is also central to the INBAR livelihood development programme.

3. The grant addresses constraints on the full realization of the benefits to rural communities from the growth in demand for bamboo and rattan and also addresses the opportunities becoming available due to the diversification in artisan and industrial products and the opening up of new market segments. The grant would build on successful activities and successful examples for wider adaptation through loan investments. Activities would be either carried out in tandem with existing or new loan projects, or replicated depending on local situations. Based on the experience over 2000-04, policy initiatives, project designs, institutional and financial support systems and increased market opportunities and demand are expected to translate into more value-adding community processing enterprises and increased demand for raw bamboo that would benefit a larger number of smallholder farmers, though a push in the sector is also expected because of the availability of graded, marketable bamboo based on age-classified bamboo, as well as dependable supply systems and financing mechanisms.

4. Community institutional- and technical-support systems, ownership and management systems for small and medium enterprises (SMEs), and financing models are needed through which communities can produce products for diverse market types and market segments, as well as for quality markets in metropolitan areas and abroad. While the foundation for this work has been laid under the ongoing IFAD grant, this requires continued support so as to secure the additional knowledge and institutional systems needed to realize benefits.

5. Communities are not able to take full advantage of emerging market opportunities in the bamboo and rattan sectors because local institutional- and technical-support systems are not

ANNEX II

adequately developed in the absence of successful examples that can be locally replicated through adaptation. Product supply chains need to be developed, and the support of marketing and financing systems is required. Market linkages need to be developed, and products need to be produced that fit trends in domestic and export markets. Community-based production systems are needed that can produce products in volume, while ensuring the high quality necessary to take advantage of high-end domestic- and export-market opportunities. The grant would also enable the establishment of brands that are suitable for community production, gender equity, sustainable production, environmental protection and organic materials, which, when captured through products that combine traditional skills, local knowledge and local species, can gain considerable headway in high end and export markets.

6. The outcomes of the grant are expected to include loan projects involving on-farm tested models, project design examples and institutional systems that enable improved production systems and higher productivity enterprises relying on quality, appropriate technology, local support systems and systematic catering for identified markets. The grant would make possible access to developed markets with high net expenditure. In general, it would contribute to enabling sustainable livelihoods and improved incomes to those people engaged in various parts of the bamboo and rattan sectors and would have impacts on the environment, housing and the overall quality of life.

III. THE PROPOSED PROGRAMME

7. The goal of the programme is to enable the more effective and wider application of bamboo and rattan technologies for the benefit of rural livelihood development. The purpose of the grant is to develop tested and adaptable institutional, SME production, financing and marketing systems and models for enhanced bamboo- and rattan-based livelihood opportunities for poor rural communities, in collaboration with investment projects to increase the utility and internal integration of outputs. Overall, the grant would enable the rural poor more effectively to produce and process bamboo and rattan, participate in and benefit from the market economy at least risk and through economies of scale in operations.

8. The grant objectives are to:

- (a) develop adaptable project activities and models for institutional support, pro-poor product development and value-addition;
- (b) develop community-owned SME business models and production systems aimed at institutional, mainstream and niche markets and benefiting from appropriate policy support;
- (c) establish innovative marketing through public-private partnerships linking poor rural-community producers and developed and developing market consumers;
- (d) develop linkages proactively to the IFAD lending programme and develop opportunities for adaptive replication in projects involving bamboo and rattan; and
- (e) promote institutional strengthening and South-South networking within the INBAR livelihood development programme.

IV. EXPECTED OUTPUTS, EXPECTED BENEFITS

9. The following key programme activities would be undertaken.

ANNEX II

- (a) **Support for development projects:** The action-research project sites would help generate models for rural-development project activities that could be adapted to new locations and focus on the development of community-owned organizational systems, SME business models, institutional and financing support systems, the testing of technologies, sustainable production and value-addition in bamboo and rattan commodities, and community-centred resource and product-supply chains. The local community-based institutional arrangements would include the delivery of technical and expert services for farming, processing and marketing activities.
- (b) **Innovative marketing:** Innovative marketing linkages and institutional systems would be promoted through public-private partnerships connecting rural community producers and local and external markets. INBAR would pursue policy dialogue to foster pricing policy options that favour producer communities and maximize returns. This would also help build up market linkages for new loan projects.
- (c) **Lending programme linkages and adaptive replication opportunities:** Linkages to the IFAD lending programme would be developed through a proactive collaborative and consultative process. This would occur through the adaptation of technologies and project designs and concepts to loan locations, institutional partnerships, enterprise models, product design and market linkages and available technical support. Opportunities for replication through demand- or need-driven livelihood-development projects would be pursued and documented as models. (Linkages with some IFAD loan projects have already been established; others are being explored.)
- (d) **Institutional strengthening:** The institutional strengthening of the livelihood development programme would be supported by enhancing the technical support for gender mainstreaming, documentation and impact analysis. The effectiveness and efficiency of the recently established global INBAR Livelihood Development Working Group, which brings together technical assistance professionals from headquarters, regional offices, field projects and collaborating organizations, would be increased through networking among these individuals and the promotion of communications and collaborating mechanisms. South-South and North-South cross-institutional technical-support mechanisms would be developed for bamboo and rattan.

10. **Outputs:**

(a) Adaptable project component:

- adaptable development models involving bamboo and rattan;
- community-owned organizations and institutional arrangements, including the local delivery of technical and expert services for farming, processing and marketing activities;
- upgraded farming systems with appropriate species, improved cultural practices for sustainable production and upgraded production and harvesting technologies;
- tested examples for pro-poor, value-added bamboo and rattan production;
- models for community-centred resource and product-supply chains; and
- new and enhanced technologies and appropriate machinery.

(b) Community-owned SME business models:

- community-owned SME business models;
- examples of the development of institutional, mainstream and niche markets;

ANNEX II

- policy papers aimed at opening up markets and facilitating the transition from wood to bamboo, which would benefit the rural poor as producers and processors;
- improved production systems, including industrialized handicraft methods;
- community venture-capital and other financing systems;
- tested technologies and business models based on financial data as per IFAD farm models to facilitate application;
- transfer-of-technology models and technical advisory notes based on successful on-farm-tested enterprise models and technologies; and
- training packages.

(c) Innovative marketing:

- innovative pro-poor partnerships among local producers, exporters and European retailers;
- the involvement of a European Economic Interest Grouping to facilitate the marketing of community products;
- technical partnerships and product development between developed and developing country designers and institutions;
- business development services for SMEs for efficient and effective business-management practices;
- example cases exemplifying pricing policies that maximize the returns to the community;
- protection systems for intellectual property rights such as design registration, fair trade standards, including evidence of benefits to disadvantaged women, and, where applicable, organic production; and
- market intelligence systems, including model cases for the use of information technology to link design schools and designers in the developed world and community enterprises in local area linkages.

(d) Lending programme linkages and adaptive replication opportunities:

- investment opportunities, including contributions to project inception papers for ongoing and new loan projects through linked technical and financial documentation based on field-tested enterprises and technologies; contributions on request to country strategic opportunities papers for proposed grant participating and beneficiary countries;
- technical support on bamboo and rattan from field and headquarters for IFAD investment projects through the INBAR offices and coordinated by the INBAR European Regional Office;
- technical advice for the adaptation of technologies and project designs and concepts for the benefit of project loan areas, product design support and market linkages;
- platforms for the participation of interested national and international development banks and financing institutions; and
- adaptive replication in livelihood development projects.

(e) Institutional strengthening:

- technical support for gender mainstreaming in grant activities;
- technical-network support for data collection and documentation;
- strengthened Livelihood Development Working Group communications and networking for more effective backstopping and coordination and to facilitate South-South and North-South cooperation; and

ANNEX II

- tested project data collection, planning, monitoring, evaluation and impact analysis systems based on geographic information systems.

V. IMPLEMENTATION ARRANGEMENTS

11. The project would be implemented and coordinated through the livelihood development programme at INBAR headquarters, while facilitation and marketing assistance would be undertaken through the INBAR Rome office. Project level implementation, monitoring and supervision would be undertaken from regional offices and through action-research-site offices, in which considerable distributed technical capacity has been built up among both INBAR and associated staff of network partners in keeping with the decentralized network system of INBAR. An INBAR European office in Rome is being enabled to assist in marketing, and the establishment of a European Economic Interest Grouping is being discussed. In all locations, local implementation would occur largely through national and local NGO partners. Detailed case data would be gathered, and documentation would be prepared on the outputs of the activities. In projects where activities are geographically referenced, these data would be transported on to the monitoring and evaluation system of the INBAR geographic information system and analysed. The programme will be implemented in eight project countries across Latin America, Asia and Africa. The possible inclusion of additional project countries will be explored depending on the availability of incremental cofinancing.

12. Reporting to IFAD on the progress of the project would be carried out annually and would include technical and financial reports. The INBAR livelihood development website offers real-time reporting to the public and would continue to be used as a window on INBAR's IFAD-supported programme.

**VI. INDICATIVE PROGRAMME COSTS AND FINANCING
(USD)**

Cost Category	IFAD	Cofinancing	Total
Salaries	300 000	400 000	700 000
Field research costs	680 000	1 500 000	2 180 000
Studies	100 000	200 000	300 000
Equipment, materials and supplies	50 000	280 000	330 000
Travel	60 000	95 000	155 000
Workshops and training	70 000	150 000	220 000
Consultancies	100 000	300 000	400 000
Overhead	140 000	200 000	340 000
TOTAL	1 500 000	3 125 000	4 625 000

TECHNO-SERVE: PROGRAMME FOR BUILDING A PRO-POOR, COMPETITIVE CASHEW INDUSTRY IN EAST AFRICA

I. BACKGROUND

1. In the early 1970s, Mozambique was the world's leading producer of cashew nuts, and the United Republic of Tanzania was not far behind, while a smaller industry existed in Kenya, too. The crop provided an important cash income for some two million low-income farm families. In recent decades, however, both the production and the processing of cashews in the three countries have deteriorated. The large-scale, often state-run processing plants have collapsed; cashew plantings have been neglected, and production in the three countries, which peaked at 350 000 tonnes, now stands at half this amount. Nevertheless, for many poor families in these countries, cashews remain the primary cash crop.

2. World demand for cashews has grown by over 5% per year during the past 15 years. Yet, 85% of all East African production is exported as raw nuts to supply India's processing industry. Traders serving this market generally pay their East African smallholder suppliers a single, yet highly volatile price for an ungraded product, which means that there is little consistent incentive for producers either to improve the quality or to expand the quantities of this long-term tree crop.

3. The international market for processed kernels is primarily based in Europe, the United States of America and, increasingly, in Asia; demand is growing slowly, but steadily. However, the recovery of the East African cashew industry depends on the ability to process cashews into high-quality finished products and exporting directly to international markets. Analysis suggests the region can be globally competitive, and, indeed, a new local processing industry has already begun to emerge. But the growth and development of this industry are not assured; nor is the development of such an industry necessarily going to optimize the benefits to smallholders. This would require an integrated effort focusing on processing, smallholder production, marketing and policy.

II. RATIONALE AND RELEVANCE TO IFAD

4. This programme would target smallholder cashew producers in the rural coastal plains of Kenya, Mozambique and the United Republic of Tanzania; these areas are marked by limited natural resources, low agricultural potential and poverty levels that are considerably higher than the national averages. A number of donors and NGOs are already supporting the sector, but, until now, they have been working in a relatively uncoordinated manner. The programme would establish partnerships with private-sector producers, processors and exporters, with the governments of the three countries and with donors and NGOs supporting the sector in order to develop a comprehensive, strategic and integrated approach across the value chain to boost the sector's recovery. The programme, which would build upon the activities of an IFAD-supported pilot initiative, would have a strong regional dimension and would promote cross-country learning and the sharing of information and experience. These aspects would all add value to the country level activities and enhance the programme's overall development impact.

5. The programme would support IFAD's regional strategy for Eastern and Southern Africa. It not only seeks to improve the access of poor rural people to important produce markets; it also aims to enable these people to access the information and the technology they need in order to enhance their agricultural productivity in dry and marginal coastal areas with limited alternative economic opportunities. With an explicit focus on supporting market intermediaries who do not form part of IFAD's target group, the programme would also enhance IFAD's understanding of the way private sector development across an entire value chain can contribute to rural poverty reduction. The programme would also link up directly with the IFAD-supported Agricultural Marketing Support

ANNEX III

Project in Mozambique and the Agricultural Marketing Systems Development Programme in the United Republic of Tanzania.

6. TechnoServe, a non-profit organization based in the United States, is an appropriate implementing partner for IFAD. It has worked in East Africa for more than 30 years and in the cashew industry for six, including throughout the value chain, with producers, agribusinesses and governments. TechnoServe would also gain from IFAD's engagement in this programme. Not only would it have the opportunity to share experiences with IFAD-supported programmes in the region; it would also find IFAD's influence and leverage with governments a valuable asset as it seeks to engage in policy dialogue at the national and regional levels.

III. THE PROPOSED PROGRAMME

7. The overall goal of the three-year programme is to enable poor rural producers living in the poorest parts of Kenya, Mozambique and in the United Republic of Tanzania to increase their incomes and assets through the enhanced production and marketing of cashews. To achieve this goal, the programme would promote the recovery and growth of a competitive, value-adding cashew industry across East Africa that would link increasingly productive smallholder producers to newly established rural processing-firms as sustainable providers of markets, employment and production assistance, all within an enabling and supportive policy environment.

8. Programme activities would be organized in three components.

- (a) **Increased smallholder access to production and marketing resources:** The programme would work with smallholder cashew producers and their associations, such as farmer business groups. It would strengthen existing farmer business groups and support the development of new ones. Capacity building efforts for members would focus on skills relative to technologies, information, financial services, post-harvest activities, marketing and advocacy. The establishment of second-tier producer organizations would also be explored. Where necessary, the programme would strengthen existing market information systems.
- (b) **Support for rural processors as sustainable providers of markets, employment and production assistance.** The programme would support the establishment and strengthening of medium-scale rural cashew-processing businesses, assist entrepreneurs in site selection and plant design, assemble financing packages, offer management training, undertake supply chain management, guide start-ups and provide linkages to markets. It would promote the development of second-tier associations or service businesses to assist processors in rationalizing sources of supply and in developing a strong voice in policy issues. It would select as clients entrepreneurs and firms committed to establishing equitable business relationships with their small scale suppliers, and it would encourage them to provide their suppliers with supporting services (production loans, extension services) to help them increase the quality and quantity of their production.
- (c) **Improvement of regional relationships and synergies among stakeholders.** The programme would: (i) sponsor research, cross-visits, workshops, a website, etc., to facilitate coordination and information exchanges among the various practitioners in biotechnical, agronomic and engineering research; (ii) promote participatory policy dialogue at the national and regional levels; (iii) support the development of an appropriate regional industry body to promote the industry and its products; and (iv) organize an annual stakeholder conference for the programme so as to facilitate the sharing of knowledge and experience.

IV. EXPECTED OUTPUTS AND BENEFITS

9. By the end of the implementation period, it is expected that the programme would have:
- created a reliable market for raw nuts, supplied by 145 000 poor smallholder farmers in the three countries;
 - assisted these smallholder farmers to increase their productivity by between 25% and 50%;
 - enabled these farmers to raise their incomes as members of farmer business groups by between 25% and 100%;
 - assisted entrepreneurs and firms running medium-scale processing plants to increase their processing throughput by some 25 000 t in total;
 - enabled these entrepreneurs and firms to raise their processing revenues by around USD 25 million in total;
 - led to the creation of more than 5 000 new jobs in the processing industry and to new economic opportunities in the rural communities in which the processing plants are located;
 - brought about reforms in national cashew policy in all three countries; and
 - strengthened national industry associations in all three countries, resulting in the emergence of an African cashew business association.
10. **Sustainability.** The programme seeks sustainable growth in the cashew sector across East Africa and sustainable gains for the rural poor producers involved. Bringing together different players in the value chain, it would ensure that the relationships established are based on mutual benefit and that they are inherently sustainable and viable without further donor assistance. Where direct support is required to kick-start new opportunities, care would be taken to ensure the initiative continues on its own thereafter, and all capacity-building activities would have defined goals and milestones for the withdrawal of support. It is expected that, at the end of the programme life, the industry would be sufficiently well established to drive future growth without additional assistance.

V. IMPLEMENTATION ARRANGEMENTS

11. **Organization and management.** The programme would be managed by a two-person East Africa cashew team, which would report to TechnoServe's regional director for Africa, who would support and coordinate the on-the-ground work by TechnoServe's country programmes and the partner organizations in the three countries. Governance and direction would be provided through an advisory committee comprised of representatives of the programme team, key implementing partners, donors, local governments and other key industry stakeholders. The advisory committee would meet twice per year throughout the duration of the programme.
12. **Financial management.** This would be the responsibility of TechnoServe's finance department in Mozambique. TechnoServe would submit annual financial statements to IFAD and would guarantee that its external auditors to audit the programme accounts on an annual basis.
13. **Operational partnerships.** Under the programme, TechnoServe would work with a range of partners and clients, including producer associations, local and international NGOs, government agencies and agro-processors, to ensure the maximum coordination of development efforts and the exploitation of synergies across the value chain for the smallholders, processors and other stakeholders. Working relationships with all of these would be carefully defined by written

ANNEX III

agreements. All subcontracts would be performance based and involve appropriate review and control mechanisms.

14. **Planning, monitoring and evaluation.** TechnoServe would prepare a programme implementation plan, with the first annual workplan and budget spelled out in detail. Subsequently, detailed annual workplans and budgets would be prepared in consultation with all stakeholders and would be submitted to the advisory committee and IFAD for review and approval. Programme monitoring would be undertaken by designated national programme staff, who would manage and monitor progress against workplans. These staff would prepare biannual progress reports that the East Africa cashew team would compile and submit, together with their report on regional-level activities, to IFAD and the advisory committee. TechnoServe would conduct a mid-term review to analyse progress and make any necessary corrections, and, at the end of the implementation period, it would prepare a programme completion report that would look at the programme's results and development impact and draw lessons from the experience.

VI. INDICATIVE PROGRAMME COSTS AND FINANCING

15. **Programme budget.** The total programme cost would amount to almost USD 6.2 million. Of this, USD 4.7 million (76%) would support activities geared towards increased production and processing in each of the three countries, while activities to develop regional synergies would cost an estimated USD 1.5 million (24%).

16. **Financing plan.** Of the total programme cost, IFAD will contribute USD 1.5 million (24%); the United States Agency for International Development would contribute USD 2.4 million (39%); the State Secretariat for Economic Affairs (Switzerland), USD 1.2 million (19%); and TechnoServe itself, USD 30 000. The current financing gap of almost USD 1.1 million is expected to be filled by the United States Agency for International Development or the World Bank, with which discussions are ongoing.

17. **IFAD funding.** This would be targeted towards specific country-based and regional activities. In Mozambique, IFAD funding would contribute to the farmer assistance activities, focusing on smallholder business-group formation and training and to carrying out a sector policy review. IFAD funding would contribute to a similar programme in the United Republic of Tanzania, where a recasting of the policy environment would also be undertaken. In Kenya, the IFAD grant would serve as anchor funding for the establishment of the programme, while additional funding sources are arranged. IFAD funding would also finance part of the costs of the East Africa cashew team.

**2005-07 Programme Budget
(USD '000)**

	United States Agency for International Development	State Secretariat for Economic Affairs	IFAD	TechnoServe	To be Arranged	Total
Vehicles and equipment	68.8	85.1	75.9	0.2	34.9	264.9
Office expenses	92.3	115.2	76.1	1.8	64.6	350.0
Staff costs	894.5	692.7	796.7	18.0	565.5	2 967.4
Support and backstopping	100.5	88.1	102.5	2.3	76.3	369.7
Consultancy/subcontracted services	1 071.6	51.6	210.8	1.6	97.9	1 433.5
Vehicle operations	34.6	37.7	91.3	2.8	93.6	259.9
General and administrative costs	143.0	133.0	146.7	3.3	107.8	533.8
TOTAL COSTS:	2 405.3	1 203.3	1 500.0	30.0	1 040.6	6 179.3

WARF: MANAGEMENT-CAPACITY-STRENGTHENING PROGRAMME FOR IFAD-FUNDED PROJECTS IN WESTERN AND CENTRAL AFRICA**I. BACKGROUND**

1. The IFAD strategic framework states that IFAD country programmes are the “main vehicle for improving the lives of the rural poor and learning lessons about what works and what does not work in fighting poverty”. Similarly, the regional strategy of the IFAD Western and Central Africa Division views effective project implementation as the foundation of its efforts at enabling the rural poor and achieving impact. Improved implementation is important in its own right, but would also serve as the basis upon which catalytic policy and knowledge-management activities are identified and developed. The importance of improving implementation led the Western and Central Africa Division to organize, in November 2002, a project implementation workshop in Cotonou, Benin. The workshop was attended by IFAD staff, nearly all IFAD project managers in the region, government officials and representatives of civil-society stakeholders of IFAD projects, as well as managers of various grant recipient institutions in the region. The participants all agreed that improving project management capacity remains a critical need in the region. The workshop produced an action plan that identified a number of specific activities to improve implementation. All participants at the workshop indicated that existing training programmes were insufficient and inadequate relative to the needs of the projects. It was therefore recommended that new training programmes be designed in order better to respond to the demands of the projects.

II. RATIONALE AND RELEVANCE TO IFAD

2. It has long been recognized that management training is a critical requirement for the success of rural development projects in the Western and Central Africa region. Beginning in the early 1980s, IFAD has been investing in the Agricultural Management Training Programme for Africa, in partnership with the African Development Bank, the World Bank’s Economic Development Institute, and the Organization of African Unity. The programme was conceived for the following purposes: (a) to train a cadre of agricultural sector managers; (b) to establish a permanent agricultural management training-capacity among regional and national training institutions; (c) to devise and develop suitable curricula, training materials and methods for training agricultural sector managers; (d) to improve, over a relatively short term, the performance of agricultural development projects; and (e) increase the awareness of senior government officials on the policy issues and administrative procedures that affect the implementation of agricultural development projects.

3. The project implementation approaches in IFAD projects have changed significantly over the years, and training programmes have not always reflected these developments. For example, the organization of project management units has shifted from heavily staffed and equipped structures that are directly involved in service delivery to more supple coordinating entities that subcontract the delivery of services to a variety of public, private and NGO agencies. Greater beneficiary participation is also evident at each stage of the project cycle. New approaches to monitoring and evaluation are also being promoted. (The Practical Guide recently completed by the IFAD Office of Evaluation that emphasizes the importance of monitoring and evaluation as a management decision-making tool is one example.) There is a greater awareness that project management units are not responsible merely for producing outputs, but also for delivering impact. For instance, the Results and Impact Management System newly established by IFAD requires that project management units report to IFAD on a regular basis on the results and impacts achieved. All these trends imply that managers must have greater capacity in a number of areas, including but not limited to strategic planning, participatory approaches, impact analysis, contracting and financial management. In this context, there is a need to re-examine existing training programmes and didactic materials.

4. The Management-Capacity-Strengthening Programme for IFAD-Funded Projects in Western and Central Africa (MCSP) is therefore designed as a training programme with the aim of responding more effectively and meet the needs of IFAD-funded projects in the Western and Central Africa region.

5. The MCSP fits in with the IFAD's strategic framework and the regional strategy of the IFAD Western and Central Africa Division inasmuch as it encompasses, in particular, the strategy related to strengthening the capacity of the rural poor and their organizations. The MCSP also conforms to the grant policy in that it complements IFAD loans and deals with development and capacity building among regional institutions.

III. THE PROPOSED PROGRAMME

6. The general objective to which the proposed MCSP would contribute is sustainably to increase the impact and effectiveness of IFAD-funded projects in combating rural poverty by improving the capacity and quality of project management.

7. **The specific objectives are:**

- (a) to increase the abilities of the staff in IFAD-supported projects to address problems related to project management during implementation; and
- (b) to increase the capacity and responsiveness of regional training institutions and experts in the management of rural development projects.

8. **Key programme activities**

The key programme activities include the following:

- (a) **Training-needs assessment:** This is one of the first activities to be undertaken in ongoing projects. The three regional training institutions would visit IFAD-funded projects in the respective countries in order to collect, evaluate and prioritize training needs among target groups. Training-needs analysis is a permanent process that permits the improvement or adaptation of training packages.
- (b) **Training manual development:** The module, "*seminaire de formation des équipes de projets*" ("Training Seminar for Project Teams"), prepared by SATEC Développement International, a French consulting firm, would be reviewed, updated and harmonized for initial training. The programme would provide a non-academic type of training based on concrete situations and the experiences of trainees. The manual would be regularly updated to include new themes arising from the feedback of trainees, cooperating institutions, IFAD and other partners.
- (c) **Training activities:** The MCSP would provide four types of training: initial training, follow-up training, specialized training and ad-hoc training. A quality control and coaching mechanism, as well as self-evaluation of training sessions would ensure both the high quality of training and regular improvement in performance. Regular follow-up and the rapid appraisal of regional training institutions would be carried out in order to "accompany" them so that they can sustainably ensure the provision of training services after the end of the MCSP.

ANNEX IV

- (d) **The strengthening of regional training capacities.** This entails the training of resource persons, technical assistance and counselling for regional training institutions, capitalization and the sharing of knowledge on rural project management.

9. Thus, with regard to the scope of training programmes, a combination of general management training and training on specific priority management-related themes would be developed and offered. An initial training module for new project staff would include general topics, in addition to issues related strictly to management in order to introduce staff to IFAD. Retraining (*récyclage*) would focus on priority management issues such as contract service-provider management in a project coordination unit setting (*faire-faire*), finance, human resource management, attitudes, patterns of behaviour and related participatory skills. New training programmes would be designed that effectively change the relationships among project staff (horizontal management) and between project staff and procedures (participatory approach). In-depth training related to purely technical themes (rural finance, extension, etc.) would be handled through other training programmes.

10. Once training materials have been finalized, training programmes would be organized in the relevant countries at three key stages of the project cycle: at the time of start-up, at mid-term and approximately one year prior to project completion. It is anticipated that, by the end of the four-year grant period, all project teams in the respective countries would have participated in at least one of the training sessions.

11. To ensure that regional management capacity is sufficiently enhanced, every training session would include, with the assistance and participation of an independent training specialist, a quality control mechanism. It is expected that, by the end of the grant period, at least three regionally based institutions and independent trainers would be fully equipped to continue ensuring training tailored to IFAD-funded projects in a sustainable manner.

IV. EXPECTED OUTPUTS, EXPECTED BENEFITS

12. The expected outputs include:

- assessment of the pertinent training needs of targeted users;
- development of training manuals adapted to the needs of users;
- provision of sufficient high-quality training sessions to IFAD-funded project teams and other beneficiaries in the Western and Central Africa region;
- participation in refresher courses by resource persons at regional training institutions and individual trainers within projects;
- assistance to well governed regional training institutions by MCSP;
- capitalization and sharing of regional knowledge in rural project management; and
- effective coordination and management of the MCSP.

V. IMPLEMENTATION ARRANGEMENTS

13. The West Africa Rural Foundation, based in Dakar, Senegal, would be the grantee and, as such, would ensure the overall implementation and financial management of grant resources. It would carry out these tasks in close consultation with IFAD, cooperating institutions and selected IFAD project managers.

14. After undertaking substantial research, surveys and structured assessments, three regional training institutions would implement training, namely:

- (a) the Management Development and Productivity Institute, based in Accra, Ghana;

(b) the Institut Supérieur Africain pour le Développement de l'Entreprise, based in Dakar, Senegal; and

(c) the Centre de Formation Continue (Group EIER/ETSHER), based in Ouagadougou, Burkina Faso.

15. The MCSP would work closely with other ongoing initiatives in the Western and Central Africa region, in particular with the FIDAFRIQUE regional network in West and Central Africa and the Supporting Rural Development Initiative (the Hub).

16. **Programme management and organization.** The overall management and coordination of the programme would be under the responsibility of WARF. WARF would recruit a programme coordinator, a highly qualified expert in management training programmes. The coordinator would be responsible for daily programme management. The training programme would be conducted by three well-established and specialized regional training institutions: the Management Development and Productivity Institute, the Institut Supérieur Africain pour le Développement de l'Entreprise and the Centre de Formation Continue.

17. In the implementation of the training programme, MCSP would work in partnership with qualified regional experts and other regional institutions to provide training services. This approach would ensure flexibility, as well as sustainability, in the provision of services.

18. A programme steering committee would be established. Due to the regional scope of the MCSP, the steering committee would be chaired by one of the two representatives of the Economic Community of West African States and the Economic and Monetary Community of Central Africa. The steering committee would be composed of one representative of IFAD, two representatives of cooperating institutions and two IFAD-funded project managers, one from each region. The steering committee would be responsible for overall guidance and the approval of the annual workplan and budget of the MCSP. WARF would act as the secretariat of the steering committee.

19. A technical committee would be set up. It would comprise one representative of each the three regional training institutions, one representative of cooperating institutions, one highly qualified external resource person and the WARF programme coordinator. The technical committee would be mainly responsible for the review of didactic training materials, approval of the training programme, evaluation of the training programme, selection among the identified training needs, assessment of the impact of training on project management, and experience sharing among professionals.

VI. INDICATIVE PROGRAMME COSTS AND FINANCING

20. A breakdown of the approximate annual disbursements of the IFAD grant is presented in the table below.

Estimated Costs by Source of Financing (USD)

Category	IFAD	Loan Projects	Total
Preparation of training materials	305 000		305 000
Travel and daily subsistence allowance of participants	225 000	250 000	475 000
Training workshops	618 000	236 000	854 000
Communications charges	40 000		40 000
Project management	312 000		312 000
Total	1 500 000	486 000	1 986 000

VII. MONITORING AND EVALUATION AND REPORTING ARRANGEMENTS

21. The programme would establish a monitoring and evaluation system in line with the Results and Impact Management System to follow up on programme activities and assess the impacts on the performance of IFAD-funded projects. Monitoring and evaluation would be a critically important management tool in the MSCP. The programme would incorporate the general topic of monitoring and evaluation for decision-making in training programmes.

22. Follow-up missions would be carried out once every six months to ensure the appropriate implementation of the programme. A mid-term review of the programme would be undertaken by IFAD at the end of the second year of MCSP implementation to evaluate the progress made and provide adequate guidance for an appropriate implementation of the MCSP.