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Enabling poor rural people  
to overcome poverty

**President's report on proposed grants  
under the global/regional grants  
window to non-CGIAR-supported  
international centres and  
organizations**

Executive Board — Ninety-third Session  
Rome, 24-25 April 2008

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For: **Approval**

## **Note to Executive Board Directors**

This document is submitted for approval by the Executive Board.

To make the best use of time available at Executive Board sessions, Directors are invited to contact the following focal point with any technical questions about this document before the session:

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## Contents

<b>Abbreviations and acronyms</b>	<b>ii</b>
<b>Recommendation for approval</b>	<b>iii</b>
<b>Part I – Introduction</b>	<b>1</b>
<b>Part II – Recommendation</b>	<b>3</b>
<b>Annexes</b>	
I. Food and Agriculture Organization of the United Nations (FAO): Regional Capacity-building and Knowledge Management for Gender Equality	5
II. Food and Agriculture Organization of the United Nations (FAO) and the Self Employed Women’s Association (SEWA): Medium-term Cooperation Programme with Farmers’ Organizations in Asia and the Pacific Region	11
III. West Africa Rural Foundation [Fondation Rurale de l’Afrique de l’Ouest] (FRAO) FIDAFRIQUE-IFADAFRICA Network: Programme for Promoting Knowledge-sharing and Innovation for Rural Poverty Reduction in sub-Saharan Africa	16
IV. International Development Research Centre (IDRC): Regional Research and Dissemination Programme on Campesino Innovations: A Joint IFAD-IDRC Initiative (Scaling up Rural Innovations)	22
V. International Network for Bamboo and Rattan (INBAR): Programme for Enhanced Bamboo-based Smallholder Livelihood Opportunities – Phase II	28
VI. Traidcraft Exchange: Local Market Services Development Project	34

## Abbreviations and acronyms

AMSDP	Agricultural Marketing Systems Development Programme
ASEAN	Association of Southeast Asian Nations
AWPB	annual workplan and budget
CSO	civil society organization
ESW	Gender, Equity and Rural Employment Division, FAO
FAO	Food and Agriculture Organization of the United Nations
FIDAFRIQUE	Internet-based regional network in West and Central Africa
FRAO	West Africa Rural Foundation (Fondation Rurale de l'Afrique de l'Ouest)
GMI	Global Marketing Initiative
ICT	information and communication technology
IDB	Inter-American Development Bank
IDRC	International Development Research Centre
INBAR	International Network for Bamboo and Rattan
MAC	market access centre
M&E	monitoring and evaluation
RKN	Rural Knowledge Network
RPCU	regional programme coordination unit
SEAGA	Socio-economic and Gender Analysis Programme
SEWA	Self Employed Women's Association
TAN	technical advisory note

## **Recommendation for approval**

The Executive Board is invited to approve the recommendations for grants under the global/regional grants window to non-CGIAR-supported international centres and organizations as contained on page 3, paragraph 13.



## **President's report on proposed grants under the global/regional grants window to non-CGIAR-supported international centres and organizations**

I submit the following report and recommendation on six proposed grants for agricultural research and training to non-Consultative Group on International Agricultural Research (CGIAR)-supported international centres and organizations in the amount of US\$8,170,000.

### **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 and organizations: Food and Agriculture Organization of the United Nations (FAO); Self Employed Women's Association (SEWA); West Africa Rural Foundation [Fondation Rurale de l'Afrique de l'Ouest] (FRAO); International Development Research Centre (IDRC); International Network for Bamboo and Rattan (INBAR); and Traidcraft Exchange.
2. The grant documents for approval by the Executive Board are contained in the annexes to this report:
  - (i) Food and Agriculture Organization of the United Nations (FAO): Regional Capacity-building and Knowledge Management for Gender Equality
  - (ii) Food and Agriculture Organization of the United Nations (FAO) and the Self Employed Women's Association (SEWA): Medium-term Cooperation Programme with Farmers' Organizations in Asia and the Pacific Region;
  - (iii) West Africa Rural Foundation [Fondation Rurale de l'Afrique de l'Ouest] (FRAO): FIDAFRIQUE-IFADAFRICA Network – Programme for Promoting Knowledge-sharing and Innovation for Rural Poverty Reduction in sub-Saharan Africa;
  - (iv) International Development Research Centre (IDRC): Regional Research and Dissemination Programme on Campesino Innovations: A Joint IFAD-IDRC Initiative (Scaling up Rural Innovations);
  - (v) International Network for Bamboo and Rattan (INBAR): Programme for Enhanced Bamboo-based Smallholder Livelihood Opportunities – Phase II; and
  - (vi) Traidcraft Exchange: Local Market Services Development Project
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 IFAD's grant programme.
4. The overarching strategic objectives that drive the IFAD Policy for Grant Financing, which was approved by the Executive Board in December 2003, are:
  - (a) Promoting pro-poor research on innovative approaches and technological options to enhance field-level impact; and/or
  - (b) Building pro-poor capacities of partner institutions, including community-based organizations and NGOs.
5. Deriving from these objectives and those of the IFAD Strategic Framework 2007-2010, the specific aims of IFAD's grant support relate to: (a) the Fund's target groups and their household food-security strategies, with particular reference to groups in remote and marginalized agroecological areas; (b) technologies that build

on traditional local/indigenous knowledge systems, are gender-responsive, and enhance and diversify the productive potential of resource-poor farming systems by improving on- and off-farm productivity and by addressing production bottlenecks; (c) access to productive assets (land and water, a broad range of rural financial services, labour and technology); (d) the sustainable and productive management of natural resources, including sustainable utilization and conservation of such resources; (e) a policy framework at both the local and the national level that provides the rural poor with a conducive incentive structure to improve their productivity and reduce their dependence on transfers; (f) access to transparent and competitive input/product markets and making these work for the poor primary producers involved in remunerative small and medium-sized enterprises and value chains; and (g) an institutional framework within which institutions – formal and informal, public- and private-sector, local and national alike – can provide services to the economically vulnerable, according to their comparative advantage. Within this framework, IFAD's grant financing supports commodity-based approaches for self-targeting among the rural poor. Finally, IFAD's grant programme fosters the establishment and strengthening of networks for pro-poor knowledge generation and exchange, which in turn enhances the Fund's own capacity to establish long-term strategic linkages with its development partners and to multiply the effect of its grant-financed research and capacity-building programmes.

6. The grants proposed in this document respond to the foregoing strategic objectives.
7. The FAO programme for Regional Capacity-building and Knowledge Management for Gender Equality responds to the strategic objectives of promoting gender equality and women's empowerment for reasons of equity and of development effectiveness. In particular, the capacity-building objectives would be addressed through a spectrum of activities involving workshops, study tours and on-the-job training, which would contribute directly to strategic objectives (e) and (g).
8. The FAO/SEWA programme for Medium-term Cooperation with Farmers' Organizations in Asia and the Pacific Region responds to the foregoing strategic objectives, in particular the overarching strategic objective (b), as its overall goal is to strengthen the capacity of small farmers' organizations in Asia and the Pacific region and their regional and international networks. The specific objectives are to develop the institutional capacities of farmers' organizations; strengthen the involvement of farmers' organizations in national, regional, and global policy processes; and enhance the involvement of farmers' organizations in IFAD's country programmes in the region, which conform to strategic objectives (e) and (g).
9. The FRAO programme, FIDAFRIQUE–IFADAFRICA Network Promoting Knowledge-sharing and Innovation for Rural Poverty Reduction in sub-Saharan Africa responds to the objective of establishing and strengthening networks for pro-poor knowledge generation and exchange. Moreover, it responds to all the strategic objectives through various thematic networks, particularly the generation and dissemination of improved technologies and the establishment of a conducive policy and institutional framework. In particular, this programme conforms to strategic objectives (e) and (g).
10. The IDRC programme for Regional Research and Dissemination on Campesino Innovations: A Joint IFAD-IDRC Initiative (Scaling up Rural Innovations) will contribute to IFAD's overarching goal of empowering rural men and women to achieve higher incomes and improved food security. It will address IFAD's strategic objectives (a), (b) and (c) inasmuch as it would lead to ensuring that poor rural small farmers (men and women) have better and more sustainable access to natural resources, by testing and disseminating improved agricultural technologies and effective support services.
11. The INBAR programme for Enhanced Bamboo-based Smallholder Livelihood Opportunities – Phase II responds to the foregoing strategic objectives (a), (b) (f)



and (g) in as much as it supports community-based pro-poor research and development of bamboo use and value-addition to enhance income opportunities. The programme will ensure higher incomes for rural poor people, especially women, through rural off-farm employment and enterprise development, and will test innovative approaches.

12. The Traidcraft Exchange: Local Market Services Development Project relates strongly to the overarching strategic objective of IFAD's grant policy by building the pro-poor capacities of small and rural market service enterprises. It also responds specifically to the aforementioned aims (b), (f) and (g). In order to build these capacities, the project emphasizes learning and knowledge management systems.

## Part II – Recommendation

13. 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 Regional Capacity-building and Knowledge Management for Gender Equality programme, shall make a grant not exceeding one million five hundred thousand United States dollars (US\$1,500,000) to the Food and Agriculture Organization of the United Nations for a two-year programme upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board herein.

FURTHER RESOLVED: that the Fund, in order to finance, in part, the Medium-term Cooperation Programme with Farmers' Organizations in Asia and the Pacific Region, shall make a grant not exceeding one million eighty-three thousand United States dollars (US\$1,083,000) to the Food and Agriculture Organization of the United Nations and a grant not exceeding three hundred thirty-seven thousand United States dollars (US\$337,000) to the Self Employed Women's Association for a three-year programme upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board herein.

FURTHER RESOLVED: that the Fund, in order to finance, in part, the FIDAFRIQUE-IFADAFRICA Network – Programme for Promoting Knowledge-sharing and Innovation for Rural Poverty Reduction in sub-Saharan Africa, shall make a grant not exceeding two million United States dollars (US\$2,000,000) to the West Africa Rural Foundation (Fondation Rurale de l'Afrique de l'Ouest) for a three-year programme upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board herein.

FURTHER RESOLVED: that the Fund, in order to finance, in part, the Regional Research and Dissemination Programme on Campesino Innovations: A Joint IFAD-IDRC Initiative (Scaling up Rural Innovations) shall make a grant not exceeding one million United States dollars (US\$1,000,000) to the International Development Research Centre (IDRC) for a four-year programme upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board herein.

FURTHER RESOLVED: that the Fund, in order to finance, in part, the Programme for Enhanced Bamboo-based Smallholder Livelihood Opportunities – Phase II, shall make a grant not exceeding one million two hundred fifty thousand United States dollars (US\$1,250,000) to the International Network for Bamboo and Rattan for a three-year programme upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board herein.

FURTHER RESOLVED: that the Fund, in order to finance, in part, the Traidcraft Exchange: Local Market Services Development Project, shall make a grant not exceeding one million United States dollars (US\$1,000,000) for a two-year project upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board herein.

Lennart Båge  
President

# Food and Agriculture Organization of the United Nations (FAO): Regional Capacity-building and Knowledge Management for Gender Equality

## I. Background

1. Over the last two decades and recently in IFAD's Strategic Framework 2007-2010, IFAD has consistently recognized the importance of gender equality and women's empowerment in combating rural poverty, for reasons of both equity and development effectiveness. At a corporate level, a Plan of Action for "Mainstreaming a gender perspective in IFAD's operations" was introduced in 2003. Between 1999 and 2006, IFAD's regional divisions implemented grant-funded gender programmes for training, technical assistance, research and support in policy dialogue and advocacy. These regional gender programmes are now closed. At the initiative of IFAD's Thematic Group on Gender, self-assessments of all regional gender programmes were undertaken between 2006 and 2007. An international workshop was held in Rome in May 2007, to present findings, take stock of experiences and lessons learned and identify areas where IFAD should do more and differently, and also to respond to the evolving development aid context (<http://www.ifad.org/gender/workshop/docs/index.htm#regional>).
2. This grant was developed by FAO and IFAD in response to findings of the regional assessments and recommendations resulting from the gender workshop of 2007. It will form part of a global gender programme that IFAD is currently developing. Such a programme will include (i) continued efforts to mainstream gender in IFAD's procedures, processes and mentoring instruments; (ii) capacity-building and knowledge management (for which this grant has been developed); and (iii) advocacy and policy dialogue for gender equality and women's empowerment, for which IFAD will seek additional grant funding.

## II. Rationale and relevance to IFAD

3. As with IFAD's previous grant-funded regional gender programmes, this grant is expected to have a significant catalytic effect in mobilizing and focusing the use of IFAD loan funds in support of gender equality/women's empowerment – ultimately resulting in more effective outreach to rural poor women. IFAD and FAO-supported field projects need to have access on a continuing basis to country and regional expertise – as provided through this grant – to assist them to mainstream gender concerns more effectively.
4. This grant focuses on two key issues identified by IFAD's regional assessments and the gender workshop as requiring further attention at the regional/country level, as well as additional funding: **capacity-building**, which should be demand-driven, focused and grounded in field experience; and improved **knowledge management** to inform capacity- and awareness-building initiatives, policy dialogue and the design and implementation of future projects and programmes by both IFAD and FAO.
5. FAO was identified by IFAD as a partner given the common focus on agriculture and rural livelihoods; the longstanding collaboration between IFAD's thematic group on gender and FAO's Gender, Equity and Rural Employment Division (ESW); and previous successful collaboration with FAO's Socio-economic and Gender Analysis (SEAGA) Programme by IFAD's Western and Central Africa Division. The grant will enable IFAD to take advantage of FAO's technical know-how, extensive and global field presence, and specifically the gender training experience accumulated by FAO/ESW through the SEAGA programme. Since 1997, that programme has organized 200 regional and national training workshops and sensitization sessions in more than 80 countries, and has trained over 4,000 development specialists, working with over 100 partner organizations. FAO's Dimitra project – a major

information and communication network on gender covering Africa and the Near East – will provide a platform for networking and knowledge dissemination, and connect IFAD headquarters and field partners with the extensive and diverse partnerships built up by Dimitra over the years. ([www.fao.org/sd/seaga/](http://www.fao.org/sd/seaga/) and [www.fao.org/Dimitra/](http://www.fao.org/Dimitra/)).

6. This partnership will offer benefits to both organizations by enabling them to share resources; establishing a dialogue between IFAD and FAO's regional gender focal points; harmonizing policy responses; strengthening the existing collaboration with IFAD's regional programmes using SEAGA trainers and materials; and broadening and further developing FAO's capacity-building activities in various fields and at differing levels (such as SEAGA and gender statistics) in collaboration with IFAD.

### III. The proposed programme

7. The overall goal of the programme is to contribute to rural poverty reduction through improved gender equality and women's empowerment. The purpose is to improve the effectiveness of operations undertaken by IFAD and its field partners to reduce rural poverty by increasing capacity for gender mainstreaming. This will be achieved: (i) by building capacity in gender mainstreaming and women's empowerment among the staff and implementing partners of IFAD-supported project and programmes; and (ii) through improved participatory learning and knowledge management.
8. The programme will be of two years' duration and will comprise two main components:
  - (a) Capacity-building; and
  - (b) Participatory learning and knowledge management.

Regional workplans will be drawn from the following components:

- (i) **Capacity-building**
  - Stand-alone workshops, for either general or thematic gender training according to need and regional priorities, or training of trainers' workshops to create a network of gender specialists serving both IFAD and FAO country/regional operations.
  - Study tours and exchange visits, to foster networking among gender specialists/project gender focal points and promote horizontal learning with and across regions and countries.
  - Training/sensitization sessions on gender to be added or incorporated into IFAD-supported country/regional events, such as start-up workshops, regional portfolio reviews, management training sessions, regional/country learning events, multi-donor initiatives and policy forums, etc.
  - Backstopping/on-the-job training, through both selective field visits by specialists and e-networking with participants in training activities to assist them in applying acquired knowledge and skills to their specific work situation.
- (ii) **Participatory learning and knowledge management**
  - Participatory action learning and research, to promote networking of gender specialists/project gender focal points and horizontal learning; and also to generate case studies for use in advocacy and policy dialogue.
  - An annual regional competition, to identify and disseminate gender mainstreaming successes and innovations and promote an innovation culture.

- Dissemination, to make learning and good practices more widely available to practitioners, policy-makers and the development community as a whole.
  - Production of joint IFAD/FAO policy briefs on key themes relevant to rural women.
9. Regional differences in terms of needs, strategic priorities, maturity and thematic experience in dealing with gender issues will result in a varying mix of activities across regions. Activities of global interest will include the holding of a final learning and sharing event, organization of the jury for the regional competitions and production of general policy briefs.

#### **IV. Expected outputs and benefits**

10. The ultimate beneficiaries will be rural poor women and men, who will benefit from increased incomes and improved food security resulting from increased representation of rural women among project/programme beneficiaries and improved participation of women in project/programme-related decision-making. Impact on rural poor women, in terms of gender equality and empowerment, will be achieved by capacity-building among the direct beneficiaries/programme participants as indicated below and by strengthening the enabling environment, through training, knowledge management and policy dialogue. Improved project/programme design, implementation, monitoring and supervision, coupled with a more gender-sensitive policy environment, will in turn increase opportunities for rural women's economic and social enhancement.

The direct beneficiaries will be:

- Managers and staff from IFAD-funded projects and programmes (specifically, project directors, gender focal points and other key staff such as monitoring and evaluation [M&E] officers); implementing partners and service providers (NGOs, government agencies and the private sector); IFAD field officers and country programme management teams; project steering committees and cooperating institutions.
  - Partner institutions working at the country level and in the field (including FAO offices and FAO-supported field operations)
  - IFAD headquarters, FAO staff and the wider development community: they will benefit from IFAD learning based on effective development approaches and training methodologies at the field level, which will be made available on the websites of IFAD and FAO. IFAD and FAO headquarters staff will also be encouraged to participate in capacity-building initiatives, such as thematic workshops, using their own corporate resources.
11. The expected outputs will be:
- More gender-sensitive country operations through strengthened awareness, skills and knowledge in gender mainstreaming among country programme management teams, project management staff, implementing partners and service providers, IFAD field officers, project steering committees and cooperating institution staff. This will result in increased gender competence and commitment to achieving gender equality, and will be reflected in an increase in the number of project management units appointing gender focal points, preparing integrated gender plans of action (covering all project activities) and annual workplans and budgets (AWPBs), and using a range of gender-sensitive indicators in their M&E systems. The network of SEAGA trainers and experts and the Dimitra partners will provide a long-term source of

support for capacity-building in IFAD's country programmes beyond grant closure.

- A more gender-sensitive institutional, learning and policy environment achieved by developing or strengthening awareness and knowledge about gender mainstreaming among government counterparts, public administrators, policymakers, NGOs, national gender experts and civil society organizations (CSOs); and sharing lessons from the field in the policy arena, academia and the development community, showing how gender issues can be better integrated in policies and strategies. This output will be reflected in the number of operational regional and sub-regional networks, publications, and the participation of country programme management teams in policy forums.

## V. Implementation arrangements

12. A grant steering committee will be established under the coordination of FAO/ESW comprising representatives from FAO/ESW at headquarters and regional level, and IFAD (the thematic group on gender, specifically the five regional gender focal points and the Technical Division). The committee will be responsible for: (i) determining criteria for regional budget allocations; (ii) advising on technical content; (iii) approving regional workplans and budgets and the programme coordinator's workplan; (iv) providing feedback on implementation; (v) refining M&E indicators to closely assess the outcome and expected impact of activities; and (vi) monitoring administrative arrangements. The committee will be chaired by the Director of FAO/ESW. The ESW gender and development training officer will be responsible for the committee's day-to-day operations.
13. A Rome-based part-time programme coordinator will be recruited by FAO with IFAD approval, and contracted on a retainer basis.
14. IFAD's regional divisions will determine their own priorities annually, in consultation with the programme coordinator, selecting them from the menu of activities listed in section IV. The steering committee will approve the final regional workplans and budgets once consolidated into the AWPB.
15. The programme coordinator will prepare annual progress reports to be discussed by the grant steering committee and a grant completion report focusing on the achievement of programme objectives.
16. Annual independent audits will be prepared in accordance with international auditing standards and submitted to IFAD. FAO will be responsible for ensuring that these audits are undertaken and reported to IFAD within three months of the end of each fiscal year.
17. Monitoring and evaluation indicators and modes of verification are provided in the attached results-based logical framework.

## VI. Indicative programme costs and financing

18. The total programme cost is estimated at US\$1,800,000 for the two-year period. IFAD will provide a grant of US\$1,500,000. FAO will contribute US\$200,000 in time and travel of staff at headquarters and in the regions, and production/adaptation and provision of training materials. In addition, US\$100,000 in IFAD supplementary funds will be drawn from existing agreements and from new agreements currently being developed. Excluding the cost of coordination, grant expenditure for each region (corresponding to IFAD's five regional divisions) is estimated at US\$230,000; expenditure on global activities at US\$120,000.

**Summary of budget and financing plan**

(Thousands of United States dollars)

<i>Number</i>	<i>Type of expenditure</i>	<i>IFAD grant</i>	<i>Cofinancing<sup>a</sup></i>
1	Personnel (salaries)	-	120
2	Professional services/consultancies	340	-
3	Travel costs	290	60
4	Equipment	-	-
5	Publications and dissemination	45	10
6	Coordination/backstopping	50	50
7	Training/capacity-building	600	60
	<b>Total without overhead</b>	<b>1 325</b>	<b>300</b>
	FAO overhead 13 per cent	175	-
	<b>Total</b>	<b>1 500</b>	<b>300</b>

<sup>a</sup> Where applicable

## Results-based logical framework

Hierarchy of objectives	Objectively verifiable indicators <sup>a</sup>	Means of verification	Assumptions
<b>Objective</b> To improve effectiveness of IFAD operations in reducing rural poverty through increased capacity for gender mainstreaming	Increased representation of rural women among project participants and beneficiaries (by component) Increased representation of women in main project-related decision-making bodies (as members, leaders)	PSR, supervision and completion reports of participating projects Assessment by training participants Assessment by participants in training Baseline to be established through postal questionnaire and action-research activity	Continued attention by IFAD to monitoring project performance on gender after grant completion
<b>Outputs</b> Gender-sensitive IFAD country operations	Number of participating projects without a gender focal point before the grant that have appointed one after two years % of participating project management units implementing integrated gender plans of action (covering all project activities) Level of cofinancing of participation in training by participating projects Evidence of increased spending on gender and women's empowerment in participating projects Increased number of projects with sex-disaggregated information for participants in different project components Number of trainees undertaking at least one new gender-related initiative in their work environment after participating in training Proportion of participants in training/sensitization activities who continue to communicate with the programme coordinator or regional focal points after training Evidence of gender mainstreaming activities by implementing partners	PCU AWPB and annual reports Supervision reports Assessment by participants in training Baseline to be established through postal questionnaire and action-research activity Regional baseline benchmarking of level of project co-financing of staff participation in training	IFAD senior management committed to gender mainstreaming in rural poverty reduction Support from IFAD HQ for adopting gender-sensitive approach at field level. Trained staff remain with project management units Mainstreaming activities implemented successfully  Other regional project under IFAD global gender programme funded for advocacy, innovation and experimentation
Gender-sensitive institutional, learning and policy environment strengthened	Two-year communication strategy for identifying and collecting good practices experiences developed Number of horizontal exchanges and regional seminars for sharing experiences Level of regional gender focal points' participation in grant-related meetings Proportion of participants in activities who continue to communicate with the programme coordinator or regional focal points	Regional gender network activity reports Progress reports	

<sup>a</sup> To be further detailed for each regional workplan. All data related to participants to be disaggregated by gender.



# **Food and Agriculture Organization of the United Nations (FAO) and the Self Employed Women's Association (SEWA): Medium-term Cooperation Programme with Farmers' Organizations in Asia and the Pacific Region**

## **I. Background**

1. The permanent Farmers' Forum at IFAD is a bottom-up process of consultation and dialogue between organizations of small farmers and rural producers, their governments, and IFAD. Its goal is to enhance the impact of rural development and poverty reduction programmes on their members. It was launched in 2005 and holds global consultations once every two years, in conjunction with the annual IFAD Governing Council sessions. The first global consultation was held on 13-14 February 2006 and the most recent on 11-12 February 2008.
2. To prepare for the 2006 global consultation, IFAD organized two national consultations with farmers' organizations in Sri Lanka (22 participated) and the Philippines (28), plus one regional consultation (with 18 farmers' organizations from 10 countries). Their key conclusions and recommendations included, inter alia, the need to build the capacity of farmers' organizations to influence policies and institutions affecting their members in areas such as trade issues and better access to land and water resources. They led to a broad resolution that was submitted to, and endorsed by, IFAD's Governing Council at its February 2006 session.
3. Subsequently, 10 representatives of farmers' organizations from the Asia and Pacific region, together with IFAD, agreed in February 2006 to launch a joint medium-term cooperation programme in the region. The programme was developed by a design mission that visited Indonesia, Sri Lanka and Viet Nam in August and September 2006. Their report was validated and finalized by a broad stakeholder consultation in Bangkok, Thailand, on 16-17 May 2007, attended by 32 participants representing 19 farmers' organizations, 10 governments from the region, 3 international farmers' organization networks (Asian Farmers' Association for Sustainable Rural Development, International Federation of Agricultural Producers and La Via Campesina), 2 regional intergovernmental organizations (Association of Southeast Asian Nations [ASEAN] and the South Asian Association for Regional Cooperation [SAARC]), FAO and IFAD.

## **II. Rationale and relevance to IFAD**

4. More than two thirds of the world's poor are in Asia, where poverty is disproportionately concentrated on the least-favoured areas and the socially disadvantaged. Coalitions of the poor and other partnerships provide the best hope for them to become integrated within a process of sharing wealth and development more equitably. The region's farmers' organizations share a common vision to enhance the economic and socio-political status of farmers. They also share common concerns and strategies for attaining that vision, including advocating for agrarian reform, increased farm productivity, protection of farmland and empowerment of farmers. To this end, farmers' organizations need to improve their skills in organizational management, advocacy and lobbying, community organizing and federation-building, project development and access to resources, as well as participatory development and other areas.
5. These are in line with one of IFAD's key strategic objectives, strengthening the capacity of the rural poor and their organizations to influence institutions (including policies, laws and regulations) of relevance to rural poverty. In pursuit of these objectives, collaboration between IFAD and farmers' organizations has evolved towards a more institutionalized and structured support and partnership with organizations beyond the grass-roots level. The proposed Medium-term Cooperation

Programme with Farmers' Organizations in Asia and the Pacific Region supports this evolution fully.

### III. The proposed programme

6. The programme goal is to improve the livelihoods of rural poor producers, and its purpose is to enable small farmers' organizations in Asia and the Pacific region and their networks to influence policies affecting their members. The specific objectives are: (a) to develop farmers' organizations' networking and knowledge management skills; (b) to facilitate and improve dialogue between farmers' organizations and policymakers at the national, regional and international levels; and (c) to promote the involvement of farmers' organizations in IFAD country programmes. Following consultations with stakeholders, it was agreed to first pilot the programme in 10 countries: three in South Asia (India, Nepal and Sri Lanka), six in Southeast Asia (Cambodia, Indonesia, Lao People's Democratic Republic, Myanmar, Philippines and Viet Nam) plus China. They were selected on the basis of criteria such as the dynamism of farmers' organizations, openness of governments to engage farmers' organizations, pressing needs confronting farmers' organizations, small versus big countries' experiences, etc.
7. The three-year programme will comprise four main components:
  - (i) **Strengthening networks of farmers' organizations.** Activities include: (a) mapping of farmers' organizations active in the areas of the 10 selected countries where IFAD's operations are, or will be, located; (b) organization of national platforms of farmers' organizations; (c) organization of a permanent national farmers' forum for dialogue between farmers' organizations and their partners; and (d) organization of regional and subregional farmers' forums to strengthen networks of farmers' organizations across national boundaries. To support these activities, a capacity-building fund will be made available to farmers' organizations on demand.
  - (ii) **Strengthening the involvement of farmers' organizations in policy processes.** Three series of activities will be undertaken, namely: (a) conducting thematic studies prioritized during the Farmers' Forum consultations; (b) holding workshops to analyse the results of the studies and help formulate policy and programme proposals; and (c) supporting the involvement of farmers' organizations in dialogues with national and regional intergovernmental agencies to influence wider policy issues.
  - (iii) **Promote the involvement of farmers' organizations in IFAD country programmes.** This will entail, first, carrying out a detailed institutional assessment of the farmers' organizations mapped under component (i), to select those that can substantially contribute to IFAD's country programmes; and then supporting, on a case-by-case basis, the involvement of selected farmers' organizations in country programme design, M&E and implementation.
  - (iv) **Programme coordination and management.** A regional programme coordination unit (RPCU) will be established in the FAO regional office in Bangkok, Thailand, comprising a regional programme coordinator and a regional finance officer. They will serve as the implementation and coordination unit for the two grant recipients and will work directly with SEWA for the South Asia subprogramme, and with FAO for the Southeast Asia subprogramme, until the farmers' organizations there reach a consensus on selecting one of them to become the grant recipient for the remaining period. Managerial services will be provided as needed by the RPCU.

## IV. Expected outputs and benefits

8. Once successfully implemented, the Medium-term Cooperation Programme with Farmers' Organizations in Asia and the Pacific Region will result in strengthened capacity of farmers' organizations to influence policies impacting on the livelihoods of the rural poor producers there. The key programme outputs will include: (a) strengthened capacity of farmers' organizations in Asia and the Pacific region to collaborate and establish dialogue with policymakers at all levels to respond to issues faced by the rural poor; (b) strengthening of platforms for farmers' organizations at all levels; and (c) strengthened farmers' organization involvement in IFAD's work at the country level.

## V. Implementation arrangements

9. During the stakeholder consultation on design of the medium-term cooperation programme held in Bangkok on 16-17 May 2007, it was agreed to separate the programme into two independent but interrelated subprogrammes; one for South Asia and the other for Southeast Asia plus China. The farmers' organization representatives from South Asia<sup>1</sup> that attended the meeting agreed to select SEWA as the grant recipient on their behalf. In that capacity, SEWA will serve as the conduit and manager of the financial resources for the programme.
10. The Farmers' organizations' representatives from Southeast Asia and China decided to nominate FAO as the grant recipient for their subprogramme for a trial period of one year, to allow time for establishing mutual trust between farmers' organizations in that subregion. During the one-year trial, FAO's role will be confined to serving as the conduit of funds from the cofinancier(s), while farmers' organizations will be in charge of deciding on programme content.
11. In addition, a subregional programme oversight board will be established for each subregion to provide overall direction, guidance and coordination among stakeholders, with rotating chairs. Its members will comprise one farmers' organization representative from each participating country in the subregion, chosen by farmers' organizations in that country. Representatives from intergovernmental organizations, participating governments, other donors and collaborating agencies may be invited to board meetings. The fixed-term technical assistant for the programme and IFAD may participate in the board as required.
12. Following appropriate competitive bidding, farmers' organizations, NGOs and others will be assigned implementation responsibilities, on a contractual basis at full cost, for: (a) research and studies; (b) mapping and profiling; (c) dialogues with policymakers on specific issues; (d) farmers' organization capacity-building; and (e) platform-building.
13. Programme M&E will be done through semi-annual and annual reporting, as well as midterm (after one and a half years) and final evaluations. The periodic reports provided by the RPCU through the two grant recipients will monitor agreed indicators for key issues affecting programme implementation and performance. In addition, the grant recipients, supported by the RPCU, will provide information on trends in the measurable impact that farmers' organizations are having on policies in the region.
14. Detailed M&E indicators and methodology will be developed and agreed together with partners to ensure shared ownership of the expected deliverables and processes. The midterm review will be organized by IFAD, and together with the grant recipients and RPCU, will take stock of lessons learned during programme implementation to guide future activities.

<sup>1</sup> Namely the All Nepal Peasants' Association, the Movement for National Land and Agricultural Reform of Sri Lanka, and the Self Employed Women's Association of India

## VI. Indicative programme costs and financing

15. The estimated programme cost is US\$1,953,000, 60 per cent for strengthening farmers' organization networks, 12 per cent for supporting farmers' organization involvement in policy processes and dialogues, 9 per cent for farmers' organization involvement in IFAD country programme work, 14 per cent for programme management and coordination, and 5 per cent for programme implementation support, including midterm and completion reviews.
16. Programme costs will be cofinanced by an IFAD grant for US\$1,420,000 (73 per cent of total costs). ASEAN and SAARC will cofinance in kind, a total of about US\$60,000 (3 per cent), mainly for workshops and seminars, publications, and research and studies. A supplementary grant financier, to be confirmed, will be identified to cofinance the programme for up to US\$379,000 (19 per cent), while the remaining US\$94,000 (5 per cent) will be cofinanced in kind by participating farmers' organizations.
17. IFAD's contribution will be channelled to farmers' organizations through FAO's regional office in Bangkok for the Southeast Asia plus China subregional programme during programme year one. SEWA will be the conduit of IFAD funds for the South Asia subprogramme. Both FAO and SEWA are well known to IFAD and have successfully managed IFAD resources before. Each of them will sign a separate agreement with IFAD for this purpose.

### Summary of budget and financing plan

(Thousands of United States dollars)

<i>Number</i>	<i>Type of expenditure</i>	<i>IFAD</i>	<i>Cofinancing<sup>a</sup></i>
1	Consulting services	202	87
2	Goods (publications and related costs)	11	9
3	Training, workshops and meetings	911	329
4	Recurrent costs (salaries, allowances and other operating costs)	296	108
	<b>Total</b>	<b>1 420</b>	<b>533</b>

<sup>a</sup> Where applicable.

## Results-based logical framework

Narrative Summary	Key Performance Indicators	Means of Verification	Assumptions and Risks
<b>OVERALL GOAL</b>			
Improvement of the livelihoods of poor rural producers in the Asia and Pacific region on a sustainable basis	<ul style="list-style-type: none"> <li>-Number (and percentage) of small rural producers with improved livelihoods</li> <li>- Number (and percentage) of small rural producers having risen above the poverty line</li> <li>- Number of pro-poor policies introduced by governments and partners</li> </ul>	<ul style="list-style-type: none"> <li>- Impact surveys;</li> <li>Project documents</li> </ul>	
<b>PROJECT PURPOSE</b>			
<p>Strengthened capacity of farmers' organizations in the Asia region to influence policies impacting the livelihoods of rural poor producers</p> <p><b><i>Targets: farmers' organizations in 10 countries in the region</i></b></p>	<ul style="list-style-type: none"> <li>- Number of joint cooperation activities among farmers' organizations</li> <li>- Level of participation by farmers' organizations in policy dialogue with governments</li> <li>- Number of times farmers' organizations are consulted for national and subregional policies on agricultural development</li> </ul>	<ul style="list-style-type: none"> <li>- Impact surveys</li> <li>- Project documents</li> <li>- Policy papers</li> </ul>	<ul style="list-style-type: none"> <li>-Favourable overall political environment, e.g. no conflicts</li> <li>-Policy issues raised by farmers' organizations are considered and integrated</li> </ul>
<b>INTENDED OUTCOMES</b>			
<p><u>Component 1:</u> Increased capacity of farmers' organizations in Asia and Pacific region to collaborate and establish dialogue with policy-makers at the national, subregional and regional levels</p> <p><u>Component 2:</u> Increased number of strengthened platforms for farmers' organizations at the national, subregional and regional levels</p> <p><u>Component 3:</u> Strengthened collaboration and involvement by farmers' organizations in IFAD's work at country level</p>	<ul style="list-style-type: none"> <li>-Number of farmers' organizations involved in platforms at different levels</li> <li>-Number of meetings held by platform members</li> <li>-Number of policy dialogues held with development partners and the Government</li> <li>-Number of times farmers' organization platforms are consulted by partners and the Government</li> <li>-Number of farmers' organizations trained in identified issues</li> <li>- Number of consultations between farmers' organizations and IFAD</li> <li>- Number of times farmers' organizations are involved in planning, implementation and M&amp;E of IFAD's country programmes (COSOPs) and strategies</li> <li>Number of policies successfully promoted and adopted by governments and partners</li> </ul>	<ul style="list-style-type: none"> <li>- Project documents</li> <li>- Policy papers</li> <li>- Self-assessments</li> <li>- Reports on training exercises and consultations</li> </ul>	<ul style="list-style-type: none"> <li>- Motivation of farmers' organizations to expand joint activities</li> <li>- Issues common to all farmers' organizations are identified</li> <li>- Agreement reached on composition of steering committees</li> <li>- Policy-makers are open to dialogue with farmers' organizations and willing to establish durable mechanisms for dialogue</li> <li>- farmers' organizations have a unified voice</li> </ul>

# West Africa Rural Foundation [Fondation Rurale de l'Afrique de l'Ouest] (FRAO) FIDAFRIQUE: Programme for Promoting Knowledge-sharing and Innovation for Rural Poverty Reduction in sub-Saharan Africa

## I. Background

1. In line with IFAD's objective to enhance its role as a knowledge organization and use knowledge to improve development effectiveness, this grant will establish a new knowledge network with the related infrastructure and institutional requirements, building on the strengths and experience of FIDAFRIQUE (Internet-based regional network in West and Central Africa) and IFAD-supported thematic networks in Eastern and Southern Africa.
2. The vision of the new network is to create one network for all of sub-Saharan Africa, connecting people and networks for purposes of learning, sharing experiences and innovation for rural poverty reduction in sub-Saharan Africa. This dynamic, unified knowledge network for sub-Saharan Africa will be known by the name of FIDAFRIQUE-IFADAFRICA.
3. FIDAFRIQUE was established in Western and Central Africa in 1999 (see [www.fidafrique.net](http://www.fidafrique.net)) to improve project management by increasing capacity to disseminate information and knowledge, best practices and lessons learned across all IFAD projects in the region. The independent 2007 evaluation of FIDAFRIQUE in 2007 recognized its achievements.<sup>2</sup> In 2007, the network was recognized at the Seventh Partnership Meeting on Rural Development in West and Central Africa as the primary regional network on agriculture and rural development.
4. In Eastern and Southern Africa, IFAD has supported several thematic networks related to specific rural development themes, such as agricultural water management (Programme for Improved Management of Agricultural Water in Eastern and Southern Africa), rural finance (Rural Finance Knowledge Management Partnership), market access (Programme for Strengthening Support Capacity for Enhanced Market Access and Knowledge Management in Eastern and Southern Africa) and monitoring and evaluation (Regional Programme to Strengthen "Managing for Impact" in Eastern and Southern Africa). This approach has led to specialized networks of people and institutions that have harvested, documented and disseminated a wealth of experiences and good practices in Eastern and Southern Africa.

## II. Rationale and relevance to IFAD

5. The need to facilitate learning and innovation for poverty reduction through regional networks is a key element of IFAD's Action Plan for Improving its Development Effectiveness and its 2007 Strategy for Knowledge Management. Through these, IFAD recognizes that such networks need to be strengthened and focused on delivering effective knowledge-sharing services to a larger number of projects and partners, and on fostering learning initiatives at the local or country level.
6. The IFAD Strategy for Knowledge Management commits IFAD to invest in learning from the experience of existing grant-financed regional networks, selecting FIDAFRIQUE along with FIDAMERICA for scaling-up and further development. Its results framework identifies the establishment of structured regional learning networks to share knowledge, focusing specifically on FIDAFRIQUE and FIDAMERICA, as a key objective. The IFAD Innovation Strategy reiterates the value of knowledge

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<sup>2</sup> Evaluation Report FIDAFRIQUE, IISD Canada – July 2007.

management as a key ingredient of innovation. IFAD's Rural Poverty Portal also draws on the knowledge and learning generated by the networks.

7. The new network will bring together all IFAD-supported projects and programmes to work across regional, linguistic and thematic boundaries in order to share knowledge, increase good practice and innovation and strengthen policy relevance. It will provide a platform to build channels between existing thematic networks in the Western and Central Africa and Eastern and Southern Africa regions. It will also connect these with other existing networks in the regions. The thematic networks in Eastern and Southern Africa will continue to exist, but they will be embedded in the wider umbrella network FIDAFRIQUE-IFADAFRICA and supported by professional knowledge management services provided through that network.
8. The unified network for sub-Saharan Africa will bridge different linguistic communities and better connect French, English and Portuguese-speaking rural development practitioners. Bilingual (English-French) coordinators will be selected in Western and Central Africa and Eastern and Southern Africa; selected core knowledge management products and web pages will be translated into French, English and Portuguese; and multilingual network governance and thematic events will be held with interpretation services provided.
9. The network will bridge IFAD knowledge with that of other development actors and initiatives in sub-Saharan Africa, such as the proposed network on agriculture and food security within the New Partnership for Africa's Development (NEPAD). It will link with other knowledge and policy forums such as the Western and Central African Hub for Rural Development and Food Security, the Forum for Agricultural Research in Africa, the West and Central African Council for Agricultural Research and Development, the Southern African Development Community's Food, Agriculture and Natural Resources Directorate and the Association for Strengthening Agricultural Research in Eastern and Central Africa. FIDAFRIQUE-IFADAFRICA will host and facilitate discussions on specific technical themes in partnership with other specialized partners.<sup>3</sup>
10. Collective ownership of the network by its members and other local and regional stakeholders will be key to the network's sustainability and ownership. FIDAFRIQUE-IFADAFRICA will actively develop relationships within the network and with other organizations.

### III. The proposed programme

11. The overall goal of FIDAFRIQUE-IFADAFRICA is to connect people, organizations and networks for learning, sharing experiences and innovation for rural poverty reduction in sub-Saharan Africa. The programme's purpose is to increase the development effectiveness of IFAD-financed projects and programmes and enhance policy dialogue through strengthened identification of innovation, learning and sharing processes via the creation of a consolidated knowledge network for sub-Saharan Africa among IFAD-financed projects and programmes and other development actors. This will build on the existing network in Western and Central Africa, expanding coverage to Eastern and Southern Africa and integrating existing thematic networks and projects in both subregions.
12. The ultimate target group of FIDAFRIQUE-IFADAFRICA will be the rural poor in sub-Saharan Africa, who will benefit from knowledge-sharing and learning to improve the development effectiveness of projects and programmes. The network will operate primarily with two groups of stakeholders:

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<sup>3</sup> This comprises an envisaged thematic network on the rural dimension of poverty reduction strategy papers, also linking with the International Food Policy Research Institute's efforts in the region.

- Primary stakeholders: All project staff (directors, M&E officers, thematic component heads, field officers and key staff) of IFAD-supported projects and programmes, country programme management teams and IFAD-supported regional thematic networks in sub-Saharan Africa and their contracted service providers.
  - Secondary stakeholders: rural organizations, including farmers' organizations, networks of local actors and NGOs, and other regional and thematic networks related to rural poverty reduction.
13. The programme will be of three years' duration and will comprise five main components:
- (i) **Network set-up and governance** will: (a) undertake a wide consultation among actors to develop a communication strategy; (b) create a robust and responsive governance and management structure; (c) establish effective hosting arrangements by FRAO; and (d) conduct a survey of potential service providers in sub-Saharan Africa.
  - (ii) **Capacity-building and training** will: (a) strengthen and expand FIDAFRIQUE's successful capacity-building programme for knowledge management and innovation; (b) plan, organize and support knowledge management and innovation workshops; and (c) strengthen project and partners' staff capacity in methodologies for capitalization, use of the electronic platform and information and communications technologies (ICTs) for networking.
  - (iii) **Support for knowledge harvesting, sharing and communications** will: (a) develop methodologies and tools to map knowledge at the project implementation level; (b) host, expand and update knowledge resources in the web-based knowledge portal (building on [www.fidafrique.net](http://www.fidafrique.net)); (c) work with partner institutions to develop question and answer services; (d) develop and introduce non-web-based vehicles for communication and knowledge-sharing; (e) promote participation in and support the activities of IFAD-supported and other relevant thematic discussion groups; (f) establish and implement help desk services and related communities of practice; and (g) develop and promote tools that ensure the high quality of the information and knowledge harvested and shared.
  - (iv) **Support to policy dialogue** will: (a) translate knowledge that has been harvested from target groups into policy-relevant synthesis products; and (b) foster policy-relevant dialogues across regions to inform debate on policy options for rural poverty, in collaboration with actors such as the rural hub in Western and Central Africa.
  - (v) **Network management and coordination** will: (a) plan and sustain regular interaction with network participants; (b) ensure that projects and programmes integrate participation in FIDAFRIQUE-IFADAFRICA and knowledge management into their AWPBs; (c) develop advocacy activities and mobilize resources from other donors to enhance network sustainability; (d) manage staff, service providers and related budgets; and (e) ensure regular monitoring of the network's strategic plan.

#### IV. Expected outputs and benefits

14. People, organizations, development projects and programmes, and networks working to reduce rural poverty, will be better connected across sub-Saharan Africa to communicate experience, mutual learning and innovation for rural poverty reduction. This will increase the development effectiveness of IFAD-financed projects and programmes, enhance synergies and harmonization, influence the work of rural



development practitioners in other regions, and enhance policy dialogue on rural development.

15. A sub-Saharan knowledge and innovation network fully operationalized, sustained by regular interaction among stakeholders and effectively governed by a steering committee that includes regional stakeholders.
16. Increased capacity within the region, in host institutions and the support network of service providers, to provide knowledge management and communications services for sub-Saharan Africa's rural development stakeholders (both ICT and non-ICT based mechanisms).
17. The network supports regional and country-level policy processes, which are systematically informed by field experience. This ensures that policy formulation is anchored in local needs and good practice.

## **V. Implementation arrangements**

18. FRAO will be the primary grant recipient. It has a proven track record in the implementation and monitoring of IFAD-funded programmes in Western and Central Africa and satisfies IFAD eligibility requirements. FRAO will be responsible for the network's administration and financial management, and the overall coordinator will be based at FRAO and integrated with its staff. S/he will coordinate Western and Central Africa network activities. In Eastern and Southern Africa, FRAO will contract or sub-grant the Kenya Gatsby Trust (KGT) to host the coordination unit for the relevant elements of the network. The coordination unit of the existing Rural Finance Knowledge Management Partnership, hosted by KGT, will undertake this task, ensuring coordination of existing thematic networks with the new network's planned activities in the Eastern and Southern African region.
19. With the two FIDAFRIQUE-IFADAFRICA coordinators in Western and Central Africa and Eastern and Southern Africa, FRAO will prepare the AWPB for the overall network, which will be reviewed by the steering committee and IFAD. An inception workshop will be convened, bringing together FRAO, FIDAFRIQUE and the existing Eastern and Southern Africa networks and other key actors from the two regions. The workshop will ensure adequate coordination and communication mechanisms are established across sub-Saharan Africa.
20. The steering committee will be responsible for overall guidance and approval of AWPBs. The committee will meet at least once a year. FRAO, with the assistance of network staff, will provide the committee secretariat, and relevant regional institutions will participate as observers.
21. Technical committees will be set up as needed to assist FIDAFRIQUE-IFADAFRICA on specific issues, such as defining the communication strategy; promotional, dissemination and training materials, training programme, etc.

## **VI. Indicative programme costs and financing**

22. The total programme cost is estimated at US\$3,930,000 over the three-year implementation period, as indicated in the table. IFAD's grant contribution will be US\$2,000,000.
23. Financial sustainability for networks is one of the most challenging aspects of network management. In order to contribute to enhanced ownership and sustainability of the network in the regions, cofinancing of US\$600,000 will be sought from other donors in 2008. An estimated US\$1,330,000 will be provided through charges and cost recovery mechanisms from IFAD projects and programmes and other service users. This will comprise, for example: costs of participation in training activities and workshops covered by participants; project and programme investments in information technology to connect to the network; and specialized services to other institutions (e.g. training or webpages). Other options for

supplementing IFAD's contribution could eventually include project grants, sponsorships, membership fees. These mechanisms will be developed by drawing on the experiences of other similar regional programmes such as FIDAMERICA. FRAO will provide in-kind contributions (additional staff time; access to existing knowledge management resources and networks).

24. During early implementation, a strategy will be elaborated to mobilize additional financial resources. However, as it is an IFAD-initiated network, IFAD is likely to remain the core funder in the medium term, as recognized in the IFAD Strategy for Knowledge Management.

#### **Summary of budget and financing plan**

(Thousands of United States dollars)

<i>Number</i>	<i>Type of expenditure</i>	<i>IFAD</i>	<i>Cofinancing</i>	<i>Cost recovery</i>	<i>Total</i>
1	Personnel (salaries) and professional services/consultancies	705	-	-	-
2	Travel	200	-	200	-
3	Workshops and training	190	300	400	-
4	Knowledge acquisition and innovation capture, generation, dissemination, translation	425	200	480	-
5	Equipment	-	-	250	-
6	Publishing and communication	56	100	-	-
7	Project management	424	-	-	-
	<b>Total</b>	<b>2 000</b>	<b>600</b>	<b>1 330</b>	<b>3 930</b>

## Results-based logical framework

<i>Hierarchy of Objectives</i>	<i>Verifiable Indicators</i>	<i>Means of Verification</i>	<i>Assumptions</i>
<b>GOAL</b>			
Connecting people and networks for learning, sharing experiences and innovation for rural poverty reduction in sub-Saharan Africa		<ul style="list-style-type: none"> <li>➢ Steering committee monitoring and self assessment reports</li> <li>➢ External midterm and completion evaluations</li> </ul>	Commitment and involvement of all IFAD-related project stakeholders in sub-Saharan Africa
<b>PURPOSE</b>			
Development effectiveness of IFAD-financed projects and programmes increased and policy dialogue enhanced through strengthened identification of innovation, learning and sharing processes	<ul style="list-style-type: none"> <li>➢ IFAD-financed projects adapting innovations and knowledge to increase their development effectiveness</li> <li>➢ Policy dialogue fora better and more systematically informed by network</li> </ul>	Documented examples of IFAD financed projects adapting innovations and knowledge from other IFAD projects through the network	IFAD management and staff committed to learning, knowledge based processes
<b>OUTPUTS</b>			
<p><b>1. Network set-up and governance</b></p> <p>A sub-Saharan knowledge and innovation network fully operationalized, governed by a steering committee of regional stakeholders, and participation of rural development actors throughout the region</p>	<ul style="list-style-type: none"> <li>➢ Coordination unit performance assessed positively by network members</li> <li>➢ Level of buy-in from IFAD-financed projects and other development partners</li> </ul>	<ul style="list-style-type: none"> <li>➢ Documentation of network management and governance arrangements</li> <li>➢ Model network strategic plan regularly reviewed and adjusted by the steering committee</li> <li>➢ Coordination units established in WCA and ESA, with regular communications between the two</li> </ul>	<ul style="list-style-type: none"> <li>➢ Capacity of WARF/FRAO sufficient to monitor the implementation of FIDAFRIQUE-IFADAFRICA effectively. Support WARF/FRAO in technical meetings, advise the steering committee and actively participate in knowledge sharing initiatives.</li> <li>➢ Reporting and accountability arrangements clearly articulated and understood, with minimal additional transaction costs.</li> <li>➢ Commitment and involvement of other stakeholders in the region. To ensure sufficient stakeholder participation and interest, stakeholder needs will be assessed, they will be invited to network events and engaged in its fora. Incentives: participation in FIDAFRIQUE-IFADAFRICA to be included in AWPBs.</li> <li>➢ Existing thematic networks in ESA actively engage in the broader network. This will require careful preparation with existing networks.</li> </ul>
<p><b>2. Capacity-building and training</b></p> <p>Mechanisms and capacity to harvest, share and disseminate information, knowledge and innovation developed and strengthened to build a people-centred network on rural poverty reduction in sub-Saharan Africa</p>	<ul style="list-style-type: none"> <li>➢ Volume and quality of knowledge management services</li> <li>➢ Volume and quality of documents, information, data harvested, shared and disseminated</li> </ul>	<ul style="list-style-type: none"> <li>➢ Metrics for website traffic, products produced, etc</li> <li>➢ Metrics for contact lists, use of services, etc.; in particular Coordination Unit logs of email/phone inquiries for assistance</li> <li>➢ Metrics for training sessions and regional meetings (numbers of participants, sessions held, follow up to sessions, including tracking follow-up requests from participants in sessions)</li> </ul>	<ul style="list-style-type: none"> <li>➢ Transition to new hosting and staffing arrangements will not affect the technical infrastructure that has already been established</li> <li>➢ ICT connectivity continues to improve across sub-Saharan Africa</li> <li>➢ Linguistic barriers can be overcome through bilingual animators and cost-effective translation services</li> </ul>
<p><b>3. Knowledge harvesting, sharing and communication</b></p> <p>A culture of knowledge sharing and innovation established, leading to improved communication and interaction between IFAD-financed projects and programmes and other rural development stakeholders</p>	<ul style="list-style-type: none"> <li>➢ Volume/frequency of communication and participation of network members</li> <li>➢ Number of members from outside the immediate target group ask to participate in the network</li> </ul>	<ul style="list-style-type: none"> <li>➢ Annual survey of network members to ascertain level of participation of staff at each IFAD-supported project; whether needs are met, etc.</li> <li>➢ New members from outside the immediate target group ask to participate in the network</li> <li>➢ Media tracking for coverage of IFAD-financed projects</li> </ul>	<ul style="list-style-type: none"> <li>➢ Stakeholders will consider participation in knowledge sharing and related communications activities to be an important component of their daily work rather than an optional activity, or used only in times of immediate or emergency knowledge needs/demands.</li> <li>➢ Rural development stakeholders in other regional agencies and networks will find value in FIDAFRIQUE-IFADAFRICA and choose to use its services. Strategies to disseminate and encourage use of services will be developed.</li> </ul>
<p><b>4. Support for policy dialogue</b></p> <p>Regional and country-level policy dialogue systematically informed by field/project experiences</p>	<ul style="list-style-type: none"> <li>➢ Number of summaries for decision-makers/policy briefs produced</li> <li>➢ Number of dialogues informed</li> <li>➢ Level of decision-makers provided with information by network</li> </ul>	<ul style="list-style-type: none"> <li>➢ Summaries for decision-makers</li> <li>➢ Demonstrated inclusion of field experience into policy recommendations</li> <li>➢ Requests from decision-makers for policy briefs</li> </ul>	<ul style="list-style-type: none"> <li>➢ IFAD HQ and project staff will participate in policy dialogue as an essential activity</li> <li>➢ Network will target appropriate national and regional channels to facilitate the flow of policy relevant material to target decision makers, experts and development partners</li> </ul>

# **International Development Research Centre (IDRC): Regional Research and Dissemination Programme on Campesino Innovations: A Joint IFAD-IDRC Initiative (Scaling up Rural Innovations)**

## **I. Background**

1. The Latin America and Caribbean region is currently characterized by both sound macroeconomic indicators and high levels of inequality and exclusion. Advances in the fight against poverty are closely tied to the efforts, innovations and strategies of the poor themselves.
2. The region has contributed to many innovative initiatives focused on the assets of individuals and groups. Nevertheless, little is known about these innovations, the people who made them possible, how the experiences are circulated, and how they could be scaled up to achieve a much greater impact and contribute to the establishment of true innovation systems.

## **II. Rationale and relevance to IFAD**

3. The rationale of this programme has three pillars: (i) the identification and characterization of campesino innovations; (ii) the drive to scale up these innovations; and (iii) the search for added value in a close collaboration between IFAD and IDRC. The relationship between these pillars defines the innovative character of this proposal and its complementary relationship with other regional programmes and initiatives.
4. When we speak of campesino innovations, we are referring to that knowledge and those experts from the rural communities that through practice, experience and local talent, combined intelligently and pragmatically with some external assets, act in a creative and novel manner demonstrating their success in the fight against poverty and leading the way towards more equitable and sustainable development.
5. In the region, and specifically in the Andes, in territories where IFAD projects have been operating, previous studies and evaluations have shown that there is a stock of knowledge as well as experts, sometimes organized into their own institutions, who have been able to make advances in the fight against poverty by identifying and characterizing the different actions of the rural poor. There are signs that the same process is under way in other areas, facilitated or not by the State, international cooperation agencies, NGOs and the private sector.
6. A second pillar of this programme considers the impetus for strategic scaling-up processes that respond to the challenge of moving from a micro scale, which is often limited to a small number of communities and sectors within them, to wider geographic areas and populations, where the impact of innovative practices and mechanisms that have proven successful can be broadened and deepened.
7. A third pillar of the programme is the added value that can be generated by the relationship between IFAD and IDRC. This refers to the construction of inter-institutional synergies that jointly bring about better processes and results in the fight against poverty and in sustainable development. Since 2002, IFAD and IDRC have been sharing information and conducting joint visits to the Andean countries. Both organizations concluded that these innovations should be more widely known, publicized and valued, and that there should be greater recognition of the local talent that made them possible, enabling a larger number of producers, entrepreneurs, experts, researchers and decision-makers, including those outside the region, to take advantage of them.

8. The proposed programme therefore represents a key opportunity for:  
(i) strategically bringing IFAD and IDRC together as equal partners with complementary programmatic emphases (development and research) and shared goals (a work style that involves learning from campesino experiences in order to expand their impact on a wider scale); and (ii) building on previous joint initiatives, beginning in areas such as the Andes, where the impact could be very significant due to IFAD's current operations, and gradually expanding to other countries in the region.

### **III. The proposed programme**

9. The programme's overall objective is to identify, understand and expand the use of successful rural innovations that value the strategies and assets of the rural poor and encourage public policies and investment that facilitate the sustained, decentralized scaling-up of these innovations.
10. Specific objectives include:
  - To identify and gain a deeper understanding of scaling up (scaling out and scaling in) innovations that have helped leverage the strategies and assets of the rural poor, and to present well-founded empirical evidence of their effects on individuals, groups and territories.
  - To develop and test better ways to disseminate and value/use the knowledge acquired about these innovations, to help develop the stakeholders' innovation capabilities and strengthening partnerships among them and with other outside stakeholders who help leverage and institutionalize the scaling-up.
  - To experiment and develop specific approaches, mechanisms and tools to influence the design and implementation of decentralized public policies and investment for increasing the innovation capability of rural communities and organizations.
11. The programme will be of four years' duration and will comprise two main components:
  - (i) Programme management and scaling-up of campesino innovations; and
  - (ii) Identification and characterization of campesino innovation-based knowledge.

### **IV. Expected outputs and benefits**

12. The programme is expected to yield the following outputs:
  - An initial workshop with academic and empirical experts, the director and the programme steering committee.
  - A knowledge and experts map that includes at least 240 relevant campesino innovation experiences in Latin America and the Caribbean, of which 180 can be selected for the young innovators meeting and 60 for the annual competition for scaling-up of campesino innovations.
  - Three young innovators meetings with the participation of at least 200 youth and other relevant actors, producing 180 sets of documentation and three final summary compilations, including a CD, involving at least 180 experiences.

- Three learning routes<sup>4</sup> involving experiences in at least six countries, mobilizing 60 people from various institutions and organizations directly and another 120 indirectly.
  - A series of appropriate communication outputs, diversified by audience, for disseminating the results of the activities and the programme as a whole, including a constantly updated interactive website.
  - At least three key documents on changing the focus of development and development proposals presented and discussed in international forums.
  - Three annual competitions for scaling-up of campesino innovations with approximately 60 proposals selected and implemented.
  - Two events with IFAD and IDRC staff and managers.
  - An analytical document presenting the main lessons learned through the programme and guidelines for the future implementation and scaling-up of similar initiatives and of the joint IFAD-IDRC programme itself.
13. The programme would be expected to provide the following benefits:
- Campesino innovations oriented towards identifying and characterizing the assets of the poor to be used by public and private development projects and initiatives, including those driven by the poor populations themselves and their organizations.
  - New evidence about the validity of campesino innovations and possible ways to scale these up in development debates and decision-making that will enrich and renew development approaches and policy proposals.

## V. Implementation arrangements

14. It is proposed that there be: (i) a six-month start-up period; (ii) a full operational phase lasting three years; and (iii) a six-month period for analysis and in-depth discussion of the lessons learned.
15. IFAD will grant US\$1,000,000 to IDRC, which will provide the same amount of funding. In addition, there is US\$300,000 in contributions from other institutions and beneficiaries foreseen in the project for cofinancing specific activities. The IFAD grant would be administered by IDRC, following procedures and administrative mechanisms similar to those used in previous grants approved.
16. The programme will have an IDRC programme leader located in the regional office in Montevideo, Uruguay, who will also be part of the programme steering committee and participate in strategic activities such as the development of key analytical documents. With regards to administrative and operational aspects, an IDRC research officer in Montevideo will dedicate half of her/his time to this activity.
17. Overall proposed programme guidance would be provided by a programme steering committee composed of a top-level IDRC programme officer, the IFAD country programme manager for the Andean Region, a well-known rural development researcher, and a professional with experience in rural development policies. This committee would play a leading strategic role in terms of: (i) ensuring that the proposed programme is carried out in accordance with the agreed-upon approach and conceptual and methodological guidelines; (ii) introducing timely strategic adjustments based on continuous monitoring; (iii) defining relevant aspects such as the sequencing of the programme's geographic expansion, criteria and mechanisms for allocation of funds through competitive bidding processes and cofinancing amounts; (iv) opening up the proposed programme to other cooperating agencies

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<sup>4</sup> At least one route will include Africa.

and private stakeholders; and (v) performing the tasks of a board of directors, such as review and approval of plans, reports and annual audits; and periodic performance evaluations.

18. IDRC will hire a director whose principal functions will be to: (i) direct the implementation of all proposed programme components; (ii) define the duties of and select the experts needed for implementation of specific aspects of the components; (iii) encourage value-added processes by establishing linkages among the planned activities and the stakeholders involved; and (iv) explore additional funding by interested entities so as to gradually expand the programme in the future.
19. Specialized regional organizations would be outsourced in order to perform the following activities: (i) learning routes; (ii) communications activities including the creation and maintenance of a programme website; (iii) monitoring activities; and (iv) assistance in the preparation of events and putting in place competitions, etc. However, the programme director will be able to manage these activities with a great deal of autonomy.
20. Programme M&E would be based on best practices validated by IFAD and IDRC, simplified and adapted to the proposed programme's innovative nature, with agile monitoring mechanisms and a limited number of significant outcome indicators for each component and the programme as a whole. It is crucial that the various stakeholders, especially the rural poor innovators, participate actively at relevant stages of M&E. The M&E will ensure that the programme remains flexible and open to the necessary adjustments arising from learning that occurs as the programme proceeds. During the programme's initial six start-up months, the M&E system will be designed and the characteristics of the joint IFAD-IDRC midterm and final evaluations will be determined. The M&E methodology would take the procedures and approaches of both partners into due consideration.
21. **Sustainability and exit strategy.** Great attention will be given to sustainability issues: working with existing institutions in the region; promoting ownership; and ensuring that innovations introduced are such that they can be managed and maintained by beneficiaries themselves.
22. Regarding the exit strategy, it is important to highlight that knowledge management does not end with the grant closing. One of IDRC's areas of work is precisely knowledge management, and it is an activity that will continue to be supported in the long term. At the end of the grant period, IDRC and IFAD, as well as partner institutions, will be revitalized with new concepts, methods and experiences.
23. In addition, since the programme will be promoting the identification and characterization of local knowledge, it is expected that markets for this kind of service will be strengthened. There are good experiences of campesino to campesino transfer of knowledge; such as *yachaq*<sup>5</sup> in Peru supported by the Management of Natural Resources in the Southern Highlands Project (MARENASS). It is not possible to anticipate how these markets will evolve in the medium and long term, but there is evidence that by valuing innovations and local knowledge it is possible to facilitate sustained access to knowledge and innovations in markets for this kind of service.
24. Risks associated with the programme are that stakeholders involved lose interest and confidence in it, and an insufficient understanding of the importance of local knowledge, innovations and their scaling-up. These risks can be mitigated through careful staff selection, ongoing supervision of the programme by IFAD, and the participation of beneficiaries.

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<sup>5</sup> Quechua word meaning "the one who knows, the one who teaches".

## VI. Indicative programme costs and financing

25. The estimated programme cost is US\$2,300,000. IFAD would contribute up to US\$1,000,000, IDRC US\$1,000,000, and beneficiaries and other institutions approximately US\$300,000.

### Summary of budget and financing plan

(Thousands of United States dollars)

	<i>IFAD</i>		<i>IDRC</i>		<i>Beneficiaries and institutions</i>		<i>Total</i>	
	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>
<b>I. Investment costs</b>								
A. Professional services	-	-	83	100.0	-	-	83	3.6
B. Prizes, awards and incentives	855	75.0	-	-	285	25.0	1 140	49.7
C. Training	-	-	197	94.9	11	5.1	208	9.0
<b>Subtotal</b>	<b>855</b>	<b>59.8</b>	<b>280</b>	<b>19.5</b>	<b>296</b>	<b>20.7</b>	<b>1 430</b>	<b>62.3</b>
<b>II. Recurrent costs</b>								
A. Operational costs, reporting and publications	145	16.8	721	83.2	-	-	866	37.7
<b>Subtotal</b>	<b>145</b>	<b>-</b>	<b>721</b>	<b>83.2</b>	<b>-</b>	<b>-</b>	<b>866</b>	<b>-</b>
<b>Total</b>	<b>1 000</b>	<b>43.6</b>	<b>1 000</b>	<b>43.6</b>	<b>296</b>	<b>12.9</b>	<b>2 296</b>	<b>100.0</b>



## Results-based logical framework

Objective hierarchy	Key performance indicators and targets (RIMS indicators are in italics)	Monitoring mechanisms and information sources	Assumptions and risks
<b>Goal</b> Rural poor assets improved by furthering rural innovations enhanced by public policies and investments.	<ul style="list-style-type: none"> <li>% increase of physical, economic, social and financial assets for five rural innovative organizations per country.</li> </ul>	<ul style="list-style-type: none"> <li>Studies of assets combining visual and audio records.</li> </ul>	
<b>Project Purpose</b> Rural poverty policies and investments are enhanced by scaling up successful innovations of the rural poor in Peru, Bolivia, Ecuador, Chile and Colombia.	<ul style="list-style-type: none"> <li>At least 2 successful rural innovations per country are scaled up.</li> <li>At least 2 lessons and recommendations from the programme are included in official and cooperation agendas (2 scaled-up results per country).</li> </ul>	<ul style="list-style-type: none"> <li>Records of public and private development investments.</li> <li>Cooperation agendas.</li> </ul>	<ul style="list-style-type: none"> <li>Governments and cooperation agendas are responsive to the Programme initiatives.</li> </ul>
<b>Outputs</b>			
<b>Component 1: Programme Management and scaling –up of Campesino Innovations</b> <b>Output 1:</b> Rural innovations identified, assessed and presented to be scaled-up as well founded empirical evidences of their effects on poverty reduction.	<ul style="list-style-type: none"> <li>240 relevant campesino innovation experiences in Latin America and the Caribbean documented in a knowledge and experts map.</li> <li>180 experiences presented at 3 young innovators meetings and documented.</li> <li>60 direct beneficiaries and 60 indirect beneficiaries involved in 3 <i>Learning Routes</i> from at least 6 participant countries.</li> </ul>	<ul style="list-style-type: none"> <li>Contests records and co-financing agreements.</li> <li>Publications.</li> <li>Visualization of testimonies.</li> <li>Presentation in public and research events.</li> </ul>	
<b>Component 2: Identification and characterization of Campesino Innovation Based Knowledge</b>			
<b>Output 2:</b> Knowledge acquired about pro poor rural innovation research and specific approaches/mechanisms and tools to validate them are made available to different stakeholders for capacity building and design/implementation of rural poverty programmes and policies.	<ul style="list-style-type: none"> <li>60 proposals for scaling-up of campesino innovations in 3 annual competitions selected and implemented.</li> <li>An analytical document presenting main lessons learnt through the programme.</li> <li>Guidelines for future implementations.</li> </ul>	<ul style="list-style-type: none"> <li>Records of trained entities.</li> <li>Fairs registries and results published.</li> <li>Learning routes memoirs and gender-sensitive reports.</li> <li>Fund and network records.</li> <li>Content of website.</li> </ul>	<ul style="list-style-type: none"> <li>Contests recognized by third party as mean for research.</li> <li>Traditional research institutes are open to the bottom-up validation of innovation.</li> </ul>
<b>Output 3:</b> Partnership among rural organizations and communities and with external actors for leverage and institutionalisation of scaling-up processes strengthened	<ul style="list-style-type: none"> <li>Number of partnership agreements between rural organizations and communities signed.</li> <li>Number of partnership agreements with external actors in the field of innovations signed.</li> </ul>	<ul style="list-style-type: none"> <li>Documentation of the agreements.</li> </ul>	<ul style="list-style-type: none"> <li>External actors provide adequate resources in partnership agreements.</li> </ul>

## **International Network for Bamboo and Rattan (INBAR): Programme for Enhanced Bamboo-based Smallholder Livelihood Opportunities – Phase II**

### **I. Background**

1. For over one billion poor and disadvantaged people in developing countries, bamboo can be used as a means for poverty reduction, environmental protection and achievement of the Millennium Development Goals in general. Bamboo is easily integrated into agriculture and can be grown in homesteads, farm margins or as the main crop by smallholders. It rehabilitates wasteland and degraded land. Bamboo contributes to the economic empowerment of women, allowing them to use traditional technologies and artisanal skills, often in a household setting. Processing of bamboo into a wide variety of products contributes to the creation of enterprises and jobs. Bamboo thus provides excellent entry points for rural poverty alleviation, women's empowerment and enterprise development.
2. INBAR was established in 1993 by IFAD and IDRC as a multi-disciplinary development network to provide a systems approach for addressing social, economic, policy, institutional and technical issues related to bamboo and rattan, and was formalized as an intergovernmental international network in 1997. INBAR is recognized by the Common Fund for Commodities as the international commodity body for bamboo and rattan. Its livelihood development strategy includes innovating improved ways and means of achieving livelihood development, particularly in rural areas, protecting the environment, and promoting enabling market conditions.
3. IFAD's first grant (Development and Transfer of Technologies for Smallholder Bamboo and Rattan-based Producers from Asia to Africa [grant 332]) in 1996 supported INBAR's operations as an international centre contributing to several production-to-consumption studies on bamboo and rattan. The second grant (Development and Diffusion of Technologies for Smallholder Bamboo- and Rattan-based Producers – Phase II [grant 518]) helped set up the Livelihood Development Programme and initiated 10 long-term action research sites in six countries in Africa, Asia and Latin America. The Programme for Enhanced Bamboo- and Rattan-based Smallholder Livelihood Opportunities (grant 774) enabled larger numbers of the rural poor to gain wider access to technologies for processing bamboo and rattan and benefit from the market. This IFAD grant for US\$1,500,000 attracted over US\$4,500,000 in cofinancing.
4. The action research sites in India, China, Colombia, Ecuador and the Philippines, have played an important role in enhancing the quality of life and the empowerment of women. In the Indian sites, they now earn regular, sustainable incomes. Some have become entrepreneurs, managing production of bamboo goods through self-help groups. The Konkan site in Maharashtra, India, now produces a fine range of quality bamboo products, such as round-pole furniture, bamboo constructions (including housing), and a number of craft products. It is an excellent example of how products by rural poor women in villages have been linked to high-end markets.
5. INBAR has helped rural poor households in Ghana and the United Republic of Tanzania produce value-added bamboo products and raise bamboo resources, thereby increasing their average incomes sustainably. Pedal-operated bamboo machines and modified low-cost wooden handlooms are being introduced to communities in Ethiopia to enable production of quality bamboo products. A low-cost charcoal production and briquetting technology was successfully transferred to Mozambique from an Indian ARS.

6. In Ecuador, Sacha Urku – an innovative consortium of community producer groups, CSOs and a design organization was set up. In Colombia, the community primary processing centre institutional model, which was developed through INBAR support, is being replicated in an Inter-American Development Bank (IDB) project. A development project in Peru supported by the Inter-American Foundation has become a replicated INBAR ARS.
7. INBAR's multi-locational Global Marketing Initiative (GMI) helps small-scale producers access markets. The various GMI institutions and network bring product design and development, technology and market support to rural communities.

## **II. Rationale and relevance to IFAD**

8. In 2007, an independent evaluation assessing INBAR's IFAD grant-supported activities confirmed that INBAR and its partners are fostering important pro-poor innovations in bamboo and rattan technology, production and marketing, and that these innovations are leading to real benefits for the rural poor in Asia and Latin America. The programme thus complements well with the basic objective of IFAD: enabling poor rural people to overcome poverty. Rural enterprise development, a major thrust of IFAD, is therefore central to the programme.
9. The basic programme approach will enhance INBAR's action research sites in Asia and Latin America into model scaled-up production centres that are relevant benchmarks for IFAD and other development projects. This will result in the development of a larger range of products, as well as drastically increasing the scale of production and sales. This will create improved livelihood opportunities for at least 30,000 people in four advanced action research sites in India (Konkan and Tripura), Ecuador and the Philippines.
10. Considerable effort and investments have been made in developing action research sites and GMI institutions as robust prime movers of rural enterprise development in the above four advanced action research sites and the China and Colombia action research sites. Consolidation of these institutions would help broaden and deepen their socio-economic impact. The concept of action research sites within INBAR will include locations within specific IFAD investment projects where the programme will work under agreement for adaptive replication and scaling-up of technologies and models among their target groups.
11. Public-private-community partnerships will be established for the production of value-added and industrial products. This will help rural communities derive greater proportions of profits from high value-added processes, thereby markedly increasing incomes and employment opportunities for young men and women.

## **III. The proposed programme**

12. The goal of the programme is to enable more effective and wider application of pro-poor bamboo technologies for market-based sustainable rural livelihood development and its scaling-up to benefit large numbers of smallholders and rural processors. This will be achieved by (a) developing the Asian and Latin American action research sites into model scaled-up production centres; (b) strengthening and expanding the GMI; (c) strengthening grass roots and intermediary organizations, community-based production systems, and adaptive replication and scaling-up especially in IFAD projects; (d) developing innovative, pro-poor, public-private-community partnerships for realizing higher value-added share, and franchised production and retailing arrangements; and (e) supporting a proactive knowledge sharing initiative.
13. Direct beneficiaries of the programme are rural poor households (processing) and smallholders (growing), with the target groups for processing mainly being women and youth. Indirect beneficiaries are technical personnel, rural extension and business agents, grass-roots organizations and intermediary CSOs, policymakers, development

banks and agencies, national programmes, development projects, and international agricultural research centres working with bamboo. The programme will adopt the key approaches outlined below.

14. Action research sites scaling up models and systems: The programme will focus on the further development of institutional models and production systems, and logistics and financing systems in four lead Asian and Latin American action research sites in Ecuador (1), India (2) and the Philippines (1) to benefit larger numbers of people with higher levels of production and sales.
15. Global marketing: GMI institutions will be strengthened and the number of partnerships increased. GMI design and technology centres will be expanded, thereby directly addressing more action research sites and IFAD projects. GMI activities will include the China and Colombia action research sites where specific innovative approaches will be piloted. The GMI network will be linked to marketing institutions, chambers of commerce and the fair-trade system. Production processes will be made gender-equitable to enable greater women participation. The GMI mark will be used as a means of increasing product visibility in markets.
16. Adaptive replication and scaling up: INBAR will consolidate and strengthen its grass-roots organizations and intermediary CSOs. Strategies and models will be developed for addressing scaling-up issues including processes, logistics, marketing and financing of production especially within IFAD investment projects. Production systems will be developed further for increasing the beneficiaries (broadening) and the benefits (deepening), especially to women and youth. Replication linkages with other development projects will be enlarged.
17. Value realization and franchising: Enterprise, equity pricing and allocation, and financing models will be developed to support community participation in and ownership of higher-end product enterprises. These models will also ensure that rural communities gain equitable returns from value added processes. Backward linkages will enable raw material sourcing and primary processing from producer cooperatives. Franchised production will also be established, whereby rural communities have access to community processing centres, established primarily through public funding, and a network of franchised retail shops.
18. Knowledge-sharing and impact analysis: The existing knowledge-sharing platforms and other communication mechanisms, such as workshops and cross-project visits, will be synthesized into an effective knowledge-sharing initiative with linkages to IFAD projects. Impact documentation and production of technical advisory notes (TANs) and publications will be emphasized. A community of rural and urban bamboo innovators will be developed. A consortium/network of INBAR partners/action research sites will be established for project development, implementation, peer evaluation and impact analysis.
19. The programme will comprise five main components:
  - (i) Action research sites scaling up models and systems;
  - (ii) Global marketing;
  - (iii) Adaptive replication and scaling-up in development projects;
  - (iv) Value-realization and franchising; and
  - (v) Knowledge-sharing and impact analysis.

#### **IV. Expected outputs and benefits**

20. These are the following:
  - Scaling up models validated at INBAR action research sites; and establishment of pilot development areas within IFAD projects.

- An expanded and effective GMI linking design, technology and markets partners with producers; and GMI providing effective design and marketing services to selected IFAD projects.
  - Strengthened grass-roots and intermediate organizations; adaptable models of scaling-up addressing volume and value products and their production systems; and expanded bamboo development services to selected IFAD projects.
  - Greater share of value-added to communities from effective public-private-community partnerships; and models of franchised production and retailing arrangements.
  - Knowledge-sharing platforms, workshops, meetings and visits, peer review; project documents, case studies, impact reports, awareness and publicity materials; and community of rural and urban innovators, and consortium/network of INBAR partners/action research sites.
21. The principal direct benefits will be on- and off-farm year-round cash income generation, employment, enterprise development, access to the wood products markets in addition to the traditional agricultural produce markets, and enhanced environmental protection and its improvement. The following IFAD projects will principally benefit: the Development of the Central Corridor Project in Ecuador, the Livelihoods Improvement Project in the Himalayas (states of Meghalaya and Uttaranchal in India), and the Second Cordillera Highland Agricultural Resource Management Project in the Philippines. A memorandum of understanding has already been signed with the IFAD Central Corridor Project in Ecuador.

## **V. Implementation arrangements**

22. The new phase will focus on strengthening the action research sites network in Asia and Latin America, thereby increasing opportunities for replication and scaling-up of previous development research. As advanced Asian and Latin American action research sites have become increasingly robust and more experienced, their capacity to work with other development projects has increased. Therefore, this grant will implement scaling-up activities in consultation and partnership with the respective IFAD projects.
23. The grant programme will be implemented by INBAR through its Livelihood and Economic Development programme from the INBAR headquarters and its regional offices. The programme will leverage the geographically distributed and shared technical resources of INBAR across its 17 globally networked action research sites.
24. Local implementation will be through dedicated grass-roots CSOs developed by INBAR. There is now a global network of 16 such organizations that have been developed or under incorporation. Each of the action research sites involved in the programme therefore has such a CSO. CSOs constituted as professional (technical) partnerships with the community have proved sustainable, because they ensure continuity following the end of a project term.
25. The GMI design and marketing centres will provide product design and development support, in addition to technology backstopping services. A network of GMI franchised shops is being established with initial stores to be located in Ecuador, Germany, India, Nepal, the United Kingdom of Great Britain and Northern Ireland and the United States of America. INBAR is entering into marketing arrangements with Altromercato, a fair trade organization, with over 300 shops in Italy. Trading links are also being established with the British Association for Fair Trade Shops.
26. INBAR headquarters and regional office staff will monitor programme activities. Case data will be gathered, outputs documented, impact analysis conducted, and TANs produced. Management-level monitoring will be conducted annually by an INBAR-IFAD steering committee and will involve field visits.

## VI. Indicative programme costs and financing

27. The programme will be implemented over three years. IFAD's grant is US\$1,250,000 with cofinancing of US\$4,117,000,<sup>6</sup> totalling US\$5,367,000.

### 28. Summary of budget and financing plan

(Thousands of United States dollars)

<i>Number</i>	<i>Type of expenditure</i>	<i>IFAD</i>	<i>Cofinancing<sup>a</sup></i>	<i>Total</i>
1	Salaries	320	450	770
2	Field research costs	350	2 000	2 350
3	Studies	100	250	350
4	Equipment, materials and supplies	70	607	677
5	Travel	75	120	195
6	Workshops and training	60	180	240
7	Consultancies	150	250	400
	Administrative backstopping	125	260	385
	<b>Total</b>	<b>1 250</b>	<b>4 117</b>	<b>5 367</b>

<sup>a</sup> Where applicable.

<sup>6</sup> The main cofinanciers of the IFAD grant include the Common Fund for Commodities: US\$600,000, IDB:US\$1,500,000, INBAR: US\$260,000, Konkan Bamboo and Cane Development Centre: US\$242,000 and Tripura Bamboo and Cane Development Centre: US\$222,000. The cofinancing funds have been secured.

## Results-based logical framework

Grant Design Summary	Performance Targets/Indicators	Monitoring Mechanisms	Assumptions and Risks
<b>GRANT GOAL</b>			
Improved and sustainable rural poverty alleviation using bamboo			
<b>GRANT PURPOSE</b>			
Enhanced bamboo-based smallholder livelihood opportunities	Increased incomes, enterprises and product range; more women and youth benefited; community resource base enhanced	Surveys	Sustainable institutions; policy support; effective targeting & partnerships; sustainable resources
<b>GRANT OUTPUTS/COMPONENTS</b>			
A. Upscaled models and systems developed in advanced Asian and Latin American sites	Models to benefit 30,000 households (Philippines, Ecuador, India); 50% income increase for rural communities, especially women and youth, from using sustainable resources	Pre and post- project surveys to map changes	Availability of financing
B. Enhanced marketing linkages using the Global Marketing Initiative	Diversified product ranges linked to market demand in Philippines, Ecuador, India, China and Colombia; minimum 50% increase in production and enterprises/capacity and sales	Enterprise records	Local, national and export markets are included; new product designs
C. Adaptive replication and upscaling in development projects	Development models applied to IFAD/other projects; scaling-up/scaling-out with 25% annual increase in beneficiaries through higher incomes	Baseline, mid-term & post project evaluations	Interest of IFAD loan projects; knowledge-sharing with development projects
D. Value-realization enhanced and operational franchised community production and retailing arrangements	Efficient production processes with 50% higher value addition; pro-poor ownership & benefit sharing schemes; franchised community production & retailing (minimum 10 shops)	Surveys; enterprise reports	Willingness of farmers, processors, identification of entrepreneurs & business promotion policy
E. Knowledge sharing enhanced and impact analysis undertaken	Effective communication platforms in place; minimum 8 impact and 16 case studies; annual community & partner network meetings	Surveys; meeting, evaluation reports	Dependent on the availability of resources, time, & clear benefits to participating communities
<b>GRANT ACTIVITIES</b>			
A1. Upscaled models validated in Asian and Latin American action research sites	Effective institutional systems & modalities (production systems, logistics, financing) in place to support up-scaling; improved gender equity, work safety and International Property Rights (IPR) policies	Evaluation reports	Results might be a function of mutual benefit-sharing
A2. Pilot development areas established within IFAD projects	IFAD project value chain analysis; community capacity building; pilot enterprises set up; women/ youth process training(yr1,2); nurseries set up(yr1,2); treatment plant set up	Progress reports	Specifics would be dependent on the objectives of the IFAD project
B1. Strengthen, expand and increase effectiveness of the Global Marketing Initiative (GMI)	Linkages with designers (Yr1); stronger GMI institutions & companies (Yr2); gender-equitable production (Yr2) promoted by GMI logo (Yr1), FairTrade & marketing linkages	Progress and evaluation reports	Production capacity can be a limitation within quality, quantity, schedule & cost parameters
B2. GMI will provide effective design and marketing services to selected IFAD loan & other projects	Continuous input of new product designs based on market assessments benefiting IFAD target project communities economically (Yr1-3)	Progress and evaluation reports	Relevance of bamboo in IFAD projects; policies supporting institutional purchases
C1. Strengthen grassroots and intermediate organizations	Financially sustainable grassroots & intermediate CSOs with rising or majority revenue from sales (Yr2,3)	Institutional evaluations, audit reports	Market-linked production, growth in sales; robust admin & financial systems & oversight
C2. Develop adaptable models of upscaling for volume & value products & production systems	Strategies & models for pro-poor upscaling issues (Yr2); extensive/intensive production systems for high/low - volume/value products (Yr1-3)	Reports	Adequate financing
C3. Expand bamboo development services to IFAD and other projects	Provide technical assistance to IFAD and other development projects to further their project objectives (Yr1); upscaling from (Yr2)	Impact assessments	Bamboo relevance in IFAD projects; funds for field activities; medium-term partnerships
D1. Increase share of value-added to communities from effective public-private-community partnerships	Pro-poor ownership of and profit-sharing in enterprises (Yr3); factory-producer supply chains (Yr2); rural women and youth producing products with greater value addition (Yr1-3)	Reports	Acceptance of farmers, industry, and processing centres, access to social venture capital
D2. Develop models of franchised/outsourced community production & franchised retailing	Annual increase in outsourced community production and rise in production & sales volume to franchised & other stores (Yr1-3)	Reports	Strong branding and marketing; clear technological leadership
E1. Organize knowledge sharing platforms, workshops, meetings and visits, horizontal peer review	Communication strategy developed (Yr1); annual virtual workshops (Yr1-3); cross-learning visits with horizontal peer review	Surveys and review reports	Projects globally located, so time-difference and language issues; adequate travel funds
E2. Produce project documents, case studies, impact analyses reports, awareness materials	Informal/formal reports; impact analyses; strengthened Documentation Centre & information repository; video-based materials (all Yr1-3)	Reports and videos	Timely sharing of data and information; video and still documentation by communities
E3. Set up community of rural & urban innovators & consortium of partner CSOs	Functioning innovator networks (Yr2); set up a consortium of INBAR ARS partners (Yr1)	Reports and surveys	Convergence of objectives, legal issues especially equitable IPR

# Traidcraft Exchange: Local Market Services Development Project

## I. Background

1. Agricultural marketing chains in the rural areas of Eastern Africa tend to be disconnected and inefficient. Small farmers only know middlemen, middlemen only know big buyers, and so on to the consumers. Everybody distrusts everybody, resulting in cheating, inefficiencies and ultimately lower prices and lower profits for all players. Transparent information for all players along a chain can break through these inefficiencies. Small farmers, traders and processors can negotiate on volumes, quality standards and times and places for transactions. Trucks do not need to make three trips to carry one full load. Processors do not need to remove stones and throw away wet grain. Farmers do not need to sell crops at harvest when prices are lowest. With modern ICTs, the organization of these time-critical transactions becomes possible even in remote rural areas. Allowing farmers to understand and adhere to quality standards and time-critical deliveries allows all other players along the chain to improve the efficiency of their transactions. This results in increased income for all involved, and above all for small farmers. Independent, locally relevant market intelligence available to key players along a chain can build the trust required to break through the present inefficient market mechanisms.
2. The Government of the United Republic of Tanzania's Agricultural Marketing Systems Development Programme (AMSDP) has shown that once market intelligence and brokering services can be made available, incomes of small farmers can increase between 50 and 300 per cent. Across seven of AMSDP's districts, an additional US\$1,800,000 was made in one season. Simultaneously, wholesalers substantially reduced their costs of finding produce of sufficient quality at the right time at the right spot, and have paid farmers considerably higher prices. These income increases for producers and market intermediaries can be tapped for providing the information and brokering services that are required to achieve them. All key players along a functioning chain will pay for services that increase their chances of making transparent and profitable deals.
3. There is a commercial opening throughout the region for small "trusted" enterprises that concentrate on providing the brokering and information services that players along marketing chains need to improve their transactions. A small number of entrepreneurs are now recognizing this opportunity. In Kenya, Uganda and the United Republic of Tanzania, enterprises are beginning to emerge offering these types of brokering services. Some have developed as a result of project interventions such as the IFAD-supported farmers' field schools and the First Mile Project. Others have emerged independently.
4. In light of the above, opportunities are there for commercial enterprises in a district to:
  - Fill the gap in market information and brokering services to farmers and other market intermediaries;
  - Break through distrust among key players due to cheating by farmers and exploitation by middlemen arising from lack of information and ignorance;
  - Reduce the high costs to processors and wholesalers of dealing with many small farmers;
  - Introduce quality criteria and oversee quality control and local handling (branding, certifications, etc); and



- Respond to demand for better access to markets outside the district and globally.

## II. Rationale and relevance to IFAD

5. The proposed project responds to key elements of IFAD's Strategic Framework 2007-2010, which emphasizes enhancing market access for rural farmers, developing private service delivery in agricultural market access and developing small enterprises in rural areas, by providing IFAD with:
  - An operational strategy for sustaining market intelligence and brokering services to small farmers and market intermediaries beyond IFAD programme completion dates;
  - An operational strategy for scaling up market access services to small farmers beyond the geographical limits of current IFAD programmes in the region;
  - A set of good practices for establishing and operating market access centres (MACs) for wide scale use; and
  - Documented evidence of impact on incomes and agriculture production of small farmers, and volumes and value of traded products on which IFAD can base future investment decisions.
6. Local demand among farmers and service providers for setting up commercial ventures to take up the local market services opportunity first emerged at the AMSDP's First Mile Project assessment workshop in Morogoro, United Republic of Tanzania in April 2006. It was reiterated at the IFAD knowledge management strategies project assessment workshops in Kenya and Uganda among farmers' field schools, farmers' unions, and farmers' associations. Improving market linkages and developing income-generating activities were among the key conclusions of farmers at the first regional meeting on the expansion of the farmers' field school programme in Eastern and Southern Africa held in Kakamega, Kenya, in November 2006.
7. MACs are to offer brokering, organizing, negotiating and market intelligence services to producers and other market intermediaries. They are commercially viable entities at district level that must avoid being drawn into trading itself in order to build the required trust relationship with all players and become an honest broker. Their main assets are their networks of trustful relationships, which allow them to develop a wide range of commodities and services for their clients. To achieve sustainability of the above-mentioned service provision by MACs, commercial viability appears to be essential.
8. The extent to which these services can be provided commercially has not yet been tested on a significant scale. Nor has there been any significant experience or learning on how these services can best be provided, the most appropriate business model (range of services, pricing, structure, etc.), how the policy environment supports or constrains the development of effective service providers, or how to raise capital from private financial sources.
9. This project will build upon previous experiences in the East African region. It will assess how to establish and build the capacity of MACs and develop the resulting learning. This is not solely a capacity-building project, as it is also an experiment in how to launch private market intelligence and brokering services on a commercial basis. The farmers and service providers will learn how to set up and run market service businesses. The government and IFAD will learn how to efficiently support the emergence of local private services.

### III. The proposed project

10. The goal of this two-year project is to test an approach for enhancing small producers' access to markets that will enable them to increase their income and capture a greater share of consumer prices. It will do this by establishing and building the capacity of local MACs providing market information and brokering services on a commercial basis to small farmers and market intermediaries. Through business development support, mentoring and learning, the extent to which these services can be provided commercially will be determined in order to develop best practice for IFAD to promote and support the effective supply of such services on a regional scale.
11. The purpose is to deepen the understanding of the extent to which local market intelligence and brokering services can be provided commercially to producers and develop best practice on how IFAD can promote and support the supply of these services.
12. The project will comprise four main components:
  - (i) Establishing and building the capacity of MACs;
  - (ii) Identifying, synthesizing and disseminating policy ideas for supporting privatized market services;
  - (iii) Determining best practice business models and the potential business performance of MACs; and
  - (iv) Quantitative and qualitative assessment of the impact on farmers of market service enterprises.

### IV. Expected outputs and benefits

13. The following outputs will be needed to achieve the project objectives:
  - MACs established and operating in Kenya, Uganda and the United Republic of Tanzania, providing market information and brokering services on a commercial basis, from which learning and best practice are drawn;
  - Operational and policy ideas needed to support the emergence of privatized delivery of market information and brokering services to small farmers are identified, synthesized and made available to policymakers;
  - Best practice business models and the potential business performance of MACs are determined and used in the development of model business plans suitable for investors and finance institutions; and
  - Qualitative assessments completed on the impact of MACs on the volume and value of produce marketed by farmers.
14. This project is seeking to test an approach that enhances farmers' access to markets and to develop learning and best practice that IFAD can apply in other programmes. Disseminating the learning to other IFAD programmes will be important, not just at the end of this project but on an ongoing basis. Traidcraft Exchange will adopt the Linking Local Learners methodology and use the [www.linkinglearners.net](http://www.linkinglearners.net) knowledge management platform to ensure close collaboration between this project and the IFAD-supported First Mile and Rural Knowledge Network (RKN) projects. The Linking Local Learners method integrates learning-by-doing on the ground with online peer-to-peer exchange of ideas and experiences. Face-to-face action learning brings together all the key players – farmers, service providers and market intermediaries – in a structured process of learning-by-doing.

## V. Implementation arrangements

15. The project will be managed by Traidcraft Exchange, and will engage partners and external consultants with appropriate skills and experience for implementation. Close collaboration will be maintained with the management teams of the RKN and First Mile projects to ensure effective integration. This will include joint planning where necessary to ensure coordinated workplans. Opportunities will be provided to IFAD-funded projects and programmes in Kenya, Uganda and the United Republic of Tanzania to submit candidates for local entrepreneur capacity-building activities as well as opportunities for any "MAC-like" enterprises they are supporting to join the learning network developed.

## VI. Indicative project costs and financing

16. The total cost of the proposed two-year project is US\$1,000,000. The joint planning and implementation of activities with the RKN and the First Mile Project will create a strong synergy that carries considerable cost saving potential by using existing knowledge management and learning mechanisms.

### Summary of budget and financing plan

(Thousands of United States dollars)

<i>Number</i>	<i>Type of expenditure</i>	<i>IFAD</i>
1	Knowledge management and learning	568
2	Workshops and training	261
3	Project management	27
4	Travel and operations	110
5	Overhead	34
	<b>Total</b>	<b>1 000</b>

## Results-based logical framework

NARRATIVE SUMMARY	VERIFIABLE INDICATORS	MEANS OF VERIFICATION	RISK/ASSUMPTIONS
<b>GOAL</b>			
To test an approach for enhancing small producers' access to markets that enables them to increase their earnings and capture a greater share of consumer prices	<ul style="list-style-type: none"> <li>• Learning gained from project activities</li> <li>• Volumes of produce marketed by small farmers and prices received</li> </ul>	<ul style="list-style-type: none"> <li>• Qualitative assessments of the project the impact on farmers</li> </ul>	<ul style="list-style-type: none"> <li>• Local government supports private delivery of market services</li> </ul>
<b>OBJECTIVE</b>			
To deepen the understanding of the extent to which local market intelligence and brokering services can be provided commercially to small producers and develop best practices on how IFAD can promote and support the effective supply of these services	<ul style="list-style-type: none"> <li>• Performance of MACs and the extent to which they are operating commercially</li> <li>• Considered and tested business models evolve from the shared experiences and learning of market access companies</li> </ul>	<ul style="list-style-type: none"> <li>• IFAD/ LLL websites</li> <li>• Reports from trade fair workshops and on-site assessments of MACs</li> </ul>	<ul style="list-style-type: none"> <li>• Best practice ideas and approaches emerge</li> <li>• Best practices are transferable to different contexts</li> </ul>
<b>OUTPUTS</b>			
MACs established and operating, providing market information and brokering services on a commercial basis, from which learning and best practices are drawn	<ul style="list-style-type: none"> <li>• Number of MACs operating</li> <li>• Services offered by MACs/uptake of services from clients</li> </ul>	<ul style="list-style-type: none"> <li>• LLL website</li> <li>• Reports from trade fair workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Local entrepreneurs willing to share information over the internet</li> </ul>
Operational and policy ideas needed to support the emergence of privatized delivery of market information and brokering services to small farmers are identified, synthesized and made available to policy-makers	<ul style="list-style-type: none"> <li>• Number of briefs shared over the internet and by e-mail with governments and donors</li> <li>• Presentation of policy insights at IFAD in-house learning events</li> </ul>	<ul style="list-style-type: none"> <li>• IFAD and LLL websites</li> </ul>	<ul style="list-style-type: none"> <li>• Governments remain committed to policy for privatizing services</li> </ul>
Best practice business models and the potential business performance of market access companies are determined and used in the development of model business plans	<ul style="list-style-type: none"> <li>• Best practice business models developed</li> <li>• Number of business models shared with finance institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Annual and project completion reports</li> </ul>	
Qualitative assessments completed on the impact of MACs on the volume/value of produce marketed by farmers	<ul style="list-style-type: none"> <li>• Number of impact stories shared over the internet, newspapers and radio</li> </ul>	<ul style="list-style-type: none"> <li>• IFAD/ LLL websites</li> <li>• Local radio</li> </ul>	
<b>COMPONENTS</b>			
Establishing and building capacity of MACs	<ul style="list-style-type: none"> <li>• Number of entrepreneurs selected and willing to engage in capacity-building programme</li> <li>• Delivery of learning workshops and attendance by MACs</li> <li>• Number of entrepreneurs trained and engaged in peer-to-peer online learning</li> <li>• Number of trade fair workshops reported and learning agendas shared widely over the internet and local media</li> </ul>	<ul style="list-style-type: none"> <li>• Project reports</li> <li>• IFAD and LLL websites</li> <li>• Local radio</li> </ul>	<ul style="list-style-type: none"> <li>• Sufficient applications from local entrepreneurs received</li> <li>• Entrepreneurs have adequate access to the internet and are willing and able to share experiences</li> </ul>
Identifying, synthesizing and disseminating policy ideas for supporting privatized market services	<ul style="list-style-type: none"> <li>• Number of briefs and annual policy papers reported and widely shared over the internet</li> </ul>	<ul style="list-style-type: none"> <li>• IFAD and LLL websites</li> </ul>	
Determining best practice business models and the potential business performance of MACs	<ul style="list-style-type: none"> <li>• Number of business plans for local market service enterprises reported</li> </ul>	<ul style="list-style-type: none"> <li>• Project reports</li> <li>• IFAD/ LLL websites</li> </ul>	<ul style="list-style-type: none"> <li>• MACs are commercially viable</li> </ul>
Quantitative and qualitative assessments of the impact on farmers of market service enterprises	<ul style="list-style-type: none"> <li>• Number of impact stories reported and shared widely over the internet and in local media</li> </ul>	<ul style="list-style-type: none"> <li>• IFAD and LLL websites</li> <li>• Project reports</li> </ul>	<ul style="list-style-type: none"> <li>• Local media interested in experiences of local market enterprises</li> </ul>

