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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**

Executive Board — Ninety-sixth Session
Rome, 29-30 April 2009

For: **Approval**

Note to Executive Board Directors

This document is submitted for approval by the Executive Board.

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Abbreviations and acronyms

APA	associate poultry adviser
CEMAC	Economic and Monetary Union of Central Africa
CGIAR	Consultative Group on International Agricultural Research
COPROFAM	Confederation of Family Farmer Producer Organizations (MERCOSUR)
CSO	civil society organization
ECOWAS	Economic Community of West African States
FAA	Argentine Agrarian Federation
FAO	Food and Agriculture Organization of the United Nations
HPAI	highly pathogenic avian influenza
ICIMOD	International Centre for Integrated Mountain Development
ICT	information and communication technologies
IDRC	International Development Research Centre
IGO	intergovernmental organization
INFPD	International Network for Family Poultry Development
IRPC	International Rural Poultry Centre
KARIANET	Knowledge Access in Rural Inter-connected Areas Network
M&E	monitoring and evaluation
MERCOSUR	Common Market of the South
NENA	Near East and North Africa
NESPOD	Network for Smallholder Poultry Development
WCA	Western and Central Africa
WAEMU	West African Economic and Monetary Union

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 as contained in paragraph 12.

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

I submit the following report and recommendation on five proposed grants for agricultural research and training to non-Consultative Group on International Agricultural Research (CGIAR)-supported international centres in the amount of US\$5,516,000 million.

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: Confederation of Family Farmer Producer Organizations (COPROFAM) set up by the Common Market of the South (MERCOSUR), Economic Community of West African States (ECOWAS), Food and Agriculture Organization of the United Nations (FAO), International Development Research Centre (IDRC), and International Centre for Integrated Mountain Development (ICIMOD).
2. The documents of the grants for approval by the Executive Board are contained in the annexes to this report:
 - (i) MERCOSUR Confederation of Family Farmer Producer Organizations (COPROFAM): Strengthening Rural Organizations for Policy Dialogue in South America
 - (ii) Economic Community of West African States (ECOWAS): The Rural Hub: Supporting Rural Development and Food Security in Western and Central Africa
 - (iii) Food and Agriculture Organization of the United Nations (FAO): Smallholder Poultry Development Programme
 - (iv) International Development Research Centre (IDRC): Knowledge Access for Rural Inter-connected People – Phase II (KariaNet II)
 - (v) International Centre for Integrated Mountain Development (ICIMOD): Programme on Livelihoods and Ecosystem Services in the Himalayas: Enhancing Adaptation Capacity and Resilience of the Poor to Climate and Socio-economic Changes
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 community-based 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 COPROFAM programme for Strengthening Rural Organizations for Policy Dialogue in South America responds to the specific aim of IFAD's grant support (g), as it contributes to an institutional framework within which institutions can provide services to the economically vulnerable, according to their comparative advantage and to the overarching strategic objective of the IFAD Policy for Grant Financing (b), as it builds the pro-poor capacities of partner institutions, including community-based organizations and NGOs.
8. The programme for The Rural Hub: Supporting Rural Development and Food Security in Western and Central Africa responds to the specific aims of IFAD's grant support (d), as it relates to natural resources (land and water), which the rural poor are then able to manage efficiently and sustainably and (e), as it promotes local and national policy and programming processes, in which the rural poor participate effectively.
9. The FAO Smallholder Poultry Development Programme responds to the specific aims of IFAD's grant support (a), (b) and (c), inasmuch as it increases knowledge, awareness and recognition of smallholder poultry production as an effective tool in poverty reduction, household food security and the empowerment of women. The programme will build human resource capacity in the International Network for Family Poultry Development (INFPD) to support the further development of smallholder poultry production and improve the household income of poor rural people involved in family poultry production.
10. The IDRC programme for a Regional Knowledge Network (KariaNet II) responds to the objective of establishing and strengthening networks for pro-poor knowledge generation and exchange. In strengthening knowledge capture and sharing among IFAD projects, it reflects all the specific aims of IFAD's grant support through various thematic networks. In particular, this programme relates to the specific aims of IFAD's grant support (e) and (g).
11. The Programme on Livelihoods and Ecosystem Services in the Himalayas: Enhancing Adaptation Capacity and Resilience of the Poor to Climate and Socio-economic Changes responds to the specific aims of IFAD's grant support and to the overarching objectives of the IFAD grant policy as: (i) it promotes pro-poor socio-economic and ecosystem service innovations for poverty reduction in mountain areas; and (ii) will focus on the challenges arising from the impact of climate change on the livelihoods of the mountain poor and the adaptive strategies adopted by them that enhance their resilience to cope with such changes.

Part II – Recommendation

12. 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 Strengthening Rural Organizations for Policy Dialogue in South America programme, shall make a grant for an amount of four hundred and sixteen thousand United States dollars (US\$416,000) to the MERCOSUR Confederation of Family Farmer Producer Organizations (COPROFAM) 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 Rural Hub: Supporting Rural Development and Food Security in Western and Central Africa, shall make a grant not exceeding one million and five hundred thousand United States dollars (US\$1,500,000) to the Economic Community of West African States (ECOWAS) 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 Smallholder Poultry Development Programme, shall make a grant not exceeding six hundred thousand United States dollars (US\$600,000) to the Food and Agriculture Organization of the United Nations (FAO) 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 Knowledge Access for Rural Inter-connected People – Phase II (KariaNet II), shall make a grant not exceeding one million and five hundred thousand United States dollars (US\$1,500,000) to the International Development Research Centre (IDRC) for a three-year and six-month 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 on Livelihoods and Ecosystem Services in the Himalayas: Enhancing Adaptation Capacity and Resilience of the Poor to Climate and Socio-economic Changes, shall make a grant not exceeding one million and five hundred thousand United States dollars (US\$1,500,000) to the International Centre for Integrated Mountain Development (ICIMOD) 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.

Kanayo F. Nwanze
President

MERCOSUR Confederation of Family Farmer Producer Organizations (COPROFAM): Strengthening Rural Organizations for Policy Dialogue in South America

I. Background

1. During 2007-2008, the Argentine Agrarian Federation (FAA) implemented a small grant, initiated by the IFAD Policy Division, for Strengthening Rural Organizations for Policy Dialogue in South America and the Common Market of the South (MERCOSUR). The aim was to support the process of institutionalization of the MERCOSUR Confederation of Family Farmer Producer Organizations (COPROFAM) as a regional network of 12 national farmers' organizations in Latin America and to strengthen their role in policy development at the regional and global levels. The institutional development of COPROFAM was intended to enable smallholder organizations to interact with government counterparts and regional bodies such as the MERCOSUR Commission on Family Farming through the promotion of dialogue between member governments and family farmers' organizations.
2. The grant allowed progress to be made in the institutionalization of COPROFAM, with the definition of its legal status, subsidiary bodies (general assembly, executive board and executive secretariat), tasks and responsibilities, and operational rules and procedures. COPROFAM approved a new organizational structure, including by-laws, during its founding assembly held on 23 November 2007 in Guaviyú, Uruguay. In 2008, the Inspectorate General of the Ministry of Justice, Security and Human Rights of Argentina authorized COPROFAM to operate as a legal entity and has registered it as a non-profit organization.
3. As a result of the institutionalization process and the recognition that additional assistance is required to further the participation of farmers' organizations in a changing social, economic and political environment and there is a need to address pressing issues in the field of rural development, COPROFAM has requested further support from IFAD and other donor agencies to implement a comprehensive programme aimed at strengthening the capacity of national farmers' organizations and to advance policy formulation to address present challenges. Other donors approached have already committed resources to this programme, which will become fully operational with IFAD's assistance.

II. Rationale and relevance to IFAD

4. The rationale for further assistance to COPROFAM, this time as a distinct entity, is based on IFAD's commitment to support the setting up of regional platforms for dialogue and negotiations between farmers' organizations and governments within subregional institutions involved in integration processes, and to promote capacity-building efforts in the domain of policy-making. IFAD is committed to strengthening COPROFAM as a representative of civil society and as an active counterpart of the governmental members of the MERCOSUR Commission on Family Farming, in which COPROFAM continues to play a key role. IFAD's support should also be seen in the context of: (i) IFAD's commitments made during the 2006 and 2008 Farmers' Forums, where participants requested IFAD to provide direct financial support to farmers' organizations, in particular through apex organizations at the national and regional levels and the Fund committed itself to addressing such requests; and (ii) IFAD's grant policy, which addresses building pro-poor capacities of partner institutions, including community-based organizations and NGOs. The programme described herein will enable COPROFAM to advocate as a regional network for the promotion of family agriculture in the appropriate regional and international forums and, above all, help to build the capacity of national members,

especially those in less developed countries that require sustained support for both analytical work and the development of new policy approaches and proposals.

5. Strengthening the capacity of the rural poor and their organizations is also one of IFAD's strategic objectives, wherein one of the Fund's explicit aims is to enable the rural poor and their organizations to influence institutions (including policies, laws and regulations) of relevance to rural poverty reduction.

III. The proposed programme

6. The overall goal of the programme is to improve the livelihoods of poor rural small-scale producers through the adoption and implementation of adequate policies and institutions. The main objective of this programme is to strengthen the capacity of COPROFAM and its member organizations to promote the interests of family farmers, campesinos and indigenous groups in national, regional and international policy platforms, through improved political representation and social mobilization. Programme objectives also include the following: (i) provide formal and informal training for the leaders of member organizations to improve their management abilities, and their capacity for analysis and for preparing strategic proposals for member organizations; (ii) deepen understanding of issues related to family farming through preparation of analytical studies and applied research; and (iii) promote sharing of experiences and improve information flows by establishing a permanent and sustainable network. The programme will enhance the participation of women, young people and indigenous groups in local, national and regional dialogue and formulation of policies, and develop the capacity of COPROFAM and member organizations to further contribute to dialogue in policy platforms such as the Commission on Family Farming, the Economic and Social Consultative Forum, the Southern Agricultural Council and the Farmers' Forum.
7. The programme will be implemented over a three-year period and have three main components in addition to programme management and administration:
 - **Training and technical assistance.** The programme will fund training programmes for first- and second-tier member organizations in all participating member countries in areas such as leadership, organizational management and conflict resolution. Technical assistance will be carried out through a mentoring and coaching programme providing member organizations with the support of a technical adviser for two years during the life of the programme.
 - **Research, special studies and policy analysis.** In order to deepen understanding of family farming issues in a national and regional context, the programme will fund research and the preparation of special studies in each participating country. Additionally, the programme will organize regional policy seminars on a yearly basis during the life of the programme in order to develop common approaches and proposed solutions to emerging issues.
 - **Communications and experience exchanges.** The programme will fund the preparation of informational and technical documents and their dissemination to its membership, improve an existing website and provide additional communications equipment for 12 member organizations. In order to share the successful experiences of member organizations in each country, the programme will fund on-site learning exercises.
 - **Programme management, monitoring and evaluation.** The programme will fund the operational costs of a programme coordinating unit, auditing in line with IFAD requirements, a mid-term review and the preparation of a programme completion report. Programme cost estimates include expenditures related to the holding of COPROFAM

executive board meetings and an annual assembly to be held during the second year of programme implementation.

IV. Expected outputs and benefits

8. The expected outputs for the training and technical assistance component include 21 training courses and sustained coaching for the leadership and technical staff of eight member organizations. It is expected that, as a result of programme support, member organizations will be able to fully understand the complexity of issues affecting family farmers and their leaders will have acquired abilities to deal with complex situations that may arise in the day-to-day workings of their organizations. Implementation of the research, special studies and policy analysis component will include preparation and dissemination of seven research papers on substantive issues such as trade, land ownership, climate change, agricultural technologies, and food sovereignty and security, in addition to three policy seminars. The activities will result in the leaders of national organizations being able to contribute in a substantive manner to policy formulation and the preparation of rural development projects and programmes of benefit to them. Through the communications and experience exchanges component the programme will assist in strengthening the communication capacity of member organizations by providing 12 organizations with equipment for and access to Internet services and improving the presentation and content of the COPROFAM website. As a result, the organizations' leaders and members will be better informed about major policy issues and their contributions to policy debates at the national and regional levels will benefit from substantiated and current analysis.

V. Implementation arrangements

9. COPROFAM will be the recipient of the IFAD grant as a legally recognized organization both in the countries in which it operates and internationally. COPROFAM, created in 1994, is a regional network of 12 national organizations representing approximately 350 second-tier family farmers' organizations in Argentina, Bolivia, Brazil, Chile, Paraguay, Peru and Uruguay. It is estimated that, in 2008, 20 per cent of family farmers in the Southern Cone region, approximately 1.4 million farmer families, were affiliated to COPROFAM. Although it does not represent all MERCOSUR family farmers' organizations, COPROFAM has institutionalized its role as an important advocate for small-scale agriculture in regional and international platforms, while its members advocate at the national level in all member countries.
10. Programme implementation will be ensured by a small programme coordination unit (PCU) to be housed at FAA in its Buenos Aires, Argentina, offices. The PCU will be responsible for coordinating activities for technical assistance, policy analysis and formulation, training, communications and information exchanges. Programme implementation will be managed by a programme coordinator, to be appointed to IFAD's satisfaction. The programme coordinator will be responsible for:
 - (i) preparing an annual workplan and budget, to be submitted for approval by a programme steering committee (PSC);
 - (ii) preparing an annual progress report;
 - (iii) organizing training workshops and policy analysis and formulation;
 - (iv) supervising technical assistance to member organizations; and
 - (v) contributing to the preparation of information and communications materials.
11. Overall guidance to the programme will be provided by the PSC, to be composed of the executive secretary of COPROFAM (chair) and four members of the COPROFAM executive board, including a representative of the organizations of rural women selected by the general assembly. The programme coordinator will act as secretary of the PSC. The PSC will be responsible for monitoring the progress of programme implementation, suggesting improvements as needed, reviewing the annual report

and the annual workplan and budget, and presenting them to IFAD and the other donors together with an annual procurement plan.

12. COPROFAM will open a specific account to receive IFAD funds and maintain separate accounting records in accordance with standard, internationally accepted accounting procedures. COPROFAM will audit the statement of expenditures on a yearly basis. Auditors will be selected by COPROFAM to IFAD's satisfaction. The legal and financial administration and management of the programme, including procurement, disbursement, accounts and audits, will be established in the grant agreement. Responsibility for grant administration and supervision will rest with the Latin America and the Caribbean Division. In order to establish baseline information on the strengths, weaknesses and needs of COPROFAM member organizations, a point-of-entry situational analysis will be conducted. A mid-term review will be carried out and a programme completion report will be prepared. An agreement between FAA and COPROFAM will clearly define the roles and responsibilities of the two parties regarding implementation arrangements.

VI. Indicative programme costs and financing

13. Total programme costs have been estimated at US\$1,030,000. IFAD's contribution will amount to US\$416,000 while cofinanciers (Action Aid International, Agriterra and Oxfam International) will contribute US\$511,000 and COPROFAM US\$103,000.

Summary of budget and financing plan

(in United States dollars)

<i>Type of expenditure</i>	<i>IFAD</i>	<i>Cofinancing^a</i>	<i>Total</i>
Consultants and service contracts	170 960	80 680	251 640
Publications and training materials	12 540	21 880	34 420
Travel and per diem:			
Policy seminars, research workshops	86 160	43 000	129 160
Study tours	-	131 400	131 400
General assembly meetings	-	34 000	34 000
Training workshops	-	215 040	215 040
Equipment	11 660	-	11 660
Staff costs	109 800	-	109 800
Operational costs	24 880	88 000	112 880
Total	416 000	614 000	1 030 000

^a Where applicable.

Results-based logical framework

	Objectives hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
Goal	Improve livelihoods of poor rural small-scale producers through adequate policies and institutions	Percentage of small-scale rural producers with improved livelihoods and reduced poverty levels	Living standards measurement surveys in rural areas of participating countries	Favourable political and economic conditions in countries covered
Objectives	Strengthen the capacity of COPROFAM and member organizations to promote the interests of family farmers in national, regional and international policy platforms	No. of national/regional strategies and policies discussed with governments, approved and implemented at the national level	Impact surveys Project documents Policy papers	Due consideration given to policy issues raised by farmers organizations and integrated into national and regional policies
Outputs	<p>1. Training and technical assistance</p> <p>Leaders of organizations trained in formulation of public policies and in preparation of rural development projects and programmes</p> <p>2. Research, special studies and policy analysis</p> <p>Leaders are aware of major policy issues based on substantiated analysis</p> <p>3. Communications and experience exchanges</p> <p>Leaders and members of organizations share regional knowledge of policy formulation experience</p> <p>Membership of organizations access accurate and timely information</p> <p>4. Programme management, monitoring and evaluation (M&E)</p> <p>COPROFAM working on a sustainable basis, managing external resources efficiently and effectively</p>	<p>No. of members of national organizations trained</p> <p>No. of programmes and projects designed taking into account family farmers' concerns</p> <p>No. of policies successfully promoted, submitted for consideration and adopted by governments and other stakeholders</p> <p>No. of successful experiences identified and used for scaling up and/or replication</p> <p>No. of website "hits"</p> <p>No. of observations in audit reports</p> <p>Lessons and recommendations from M&E reports</p>	<p>Training assistance records and self-evaluations</p> <p>Project proposals and documents</p> <p>Policy papers</p> <p>REAF recommendations</p> <p>Reports of COPROFAM website hits</p> <p>Readership surveys</p> <p>Summary records of COPROFAM General Assembly and Board minutes. MTR and programme evaluation</p>	<p>Rural development programmes and projects proposed meet funding criteria of development agencies</p> <p>Polymakers are open for dialogue with COPROFAM as a legitimate representative of family farmers</p> <p>COPROFAM and affiliated organizations have a unified voice</p> <p>Information of adequate quality and interest prepared and distributed</p> <p>Stable leadership, transparency, accountability and democratic decision-making processes in place</p>
Key Activities	<p>Identify training needs, develop and implement training programmes</p> <p>Identify issues, carry out research and disseminate results</p> <p>Identify needs, develop communications plan, procure equipment and establish network</p> <p>Prepare programme, select participants and undertake study tours</p> <p>Select staff, coordinate activities, monitor and report progress, audits</p>	<p>21 training programmes</p> <p>7 research studies:</p> <p>12 operating communication platforms and 1 website</p> <p>3 annual workshops for policy discussions</p> <p>3 audit reports</p> <p>3 annual reports</p>	<p>Annual progress reports</p> <p>Mid-term evaluation</p> <p>Grant completion report</p>	<p>Relevance, efficiency and effectiveness</p> <p>Adequate exit strategy developed</p>

Economic Community of West African states (ECOWAS): The Rural Hub: Supporting Rural Development and Food Security in Western and Central Africa

I. Background

1. The 24 countries comprising Western and Central Africa (WCA) have a total population of 333 million, 60 per cent of which is considered rural. More than half of these countries are among the bottom 22 on the Human Development Index. Although several countries have recorded strong economic and agricultural sector growth in recent years, making progress towards achieving the Millennium Development Goals (MDGs), only Cape Verde and Ghana seem likely to reach the first MDG target by 2015. The combined effects of general poverty, rising food and energy prices, and climate change compromise food security and sustainable rural development.
2. WCA stretches across three distinct agroecological zones: Sahel, coastal and forest. One third of its total surface area is arid or semi-arid, while the Congo Basin represents the second largest rainforest. WCA, particularly the agricultural sector, is thus very sensitive to climate change.
3. Prices for agricultural commodities and key cash crops have been rising on international markets, generating increased income for some of the region's exports. The continuing process of regional integration has stimulated trade and economic development, increased African government and donor commitment to investment in agriculture and brought higher private capital flows to the region. The effects of these macroeconomic developments, however, have not necessarily had a significant impact on the livelihoods of the rural poor.
4. Simultaneously, the agricultural sector's efforts to meet the challenge of increased regional demand remain constrained, thus hindering the sector's potential to become an engine of economic growth and development. Agricultural sector growth rates remain below the target set in the context of the Comprehensive Africa Agriculture Development Programme being implemented by the New Partnership for Africa's Development (NEPAD). Rural poverty is particularly widespread and worsening in countries affected by armed conflict and political instability or emerging from recent hostilities.

II. Rationale and relevance to IFAD

5. In response to regional stakeholders' demands, several international and bilateral donors – including IFAD acting as the lead – began establishing (in 2000) and further developing a strategic instrument at the regional level whose role has been to facilitate a coordinated and sustained policy dialogue among donors, Member States, intergovernmental organizations (IGOs) and civil society organizations (CSOs) in WCA. This instrument was built to allow all stakeholders' views – including those of farmers' organizations – to be reflected in policies. The "Rural Hub to Support Rural Development and Food Security in Western and Central Africa" (the Hub) supports the development of policies, strategies and programmes for agricultural development and rural poverty reduction. This initiative has responded to priorities identified by many countries, IGOs, the private sector and CSOs of the subregion who hoped to see "the interventions of the international and bilateral donors, as regards agricultural development and the fight against rural poverty, [...] better coordinated and harmonized in order to increase their impact" and "experience sharing and mutual enrichment between donors, governments, IGOs and CSOs [...] better structured." The long-term objective assigned to the Hub was to join together the means to: (i) facilitate a sustained dialogue between all partners in the region; (ii) foster stronger synergy and better harmonization of

various stakeholders' strategies; (iii) make available and ensure access to updated and quality information on both past and present experiences in the region; and (iv) provide high-quality expertise to help design and implement better policies and strategies in the field of agricultural and rural development.

6. In this regard, the initiative to create the Hub has taken into account IFAD's Strategic Framework 2007-2010. Demonstrating their interest in and ownership of the Hub, governments and key regional partners such as the Economic Community of West African States (ECOWAS) and the West African Economic and Monetary Union (WAEMU) have expressed their support for another phase. This is key to the Hub's sustainability. Given that the above-mentioned objectives can only be fully achieved in the long term, the Hub partners approved a grant of US\$4.14 million to finance a pilot phase of three years, which became effective in April 2004. Similar successful IFAD-supported regional units are already active in other areas, for example the Regional Unit for Technical Assistance in Latin America.
7. The Hub has been able to position itself in a complex donor and development stakeholder environment in WCA, defining its core activities according to its demonstrated value added. The evaluation underlined the capacity of the Hub to deliver specific services of high added value and generate spontaneous demand from both targeted partners and rural development stakeholders. It is noted that the Hub succeeded in bringing together high-level technical and analytical capacities, building on the solid technical expertise of its team and network.
8. Given that the Hub addresses policy dialogue and provides information-sharing functions relevant to rural development and poverty reduction – both complementary to and adding value to existing IFAD-financed projects and programmes – it is important for IFAD to continue financing the Hub.
9. The rural poor, particularly women, smallholders and young people, are ultimately the intended beneficiaries of the Hub's activities and their representatives are key implementing partners.
10. Ministries of Agriculture and Rural Development are the Hub's partners at the national level. On the basis of each country's priorities and upon request, the Hub gives methodological support for the formulation, implementation and revision of national policies.

III. The proposed programme

11. The overall goal of the programme is to promote more effective and inclusive agricultural and rural development policies in WCA to reduce rural poverty.
12. The three-year programme will comprise four main components:
 - Fostering policy dialogue;
 - Capacity-building;
 - Information and knowledge-sharing; and
 - Management.

IV. Expected outputs and benefits

13. The expected outputs and benefits are:
 - Strengthened capacity of public administration managers, CSOs and private-sector operators in developing and influencing agricultural and rural development policies (training and follow-up);
 - Analysis and advice given to inform the development, implementation and evaluation of policies and programmes are taken into account in

revised strategies and policies, developed by rural stakeholders and policymakers, that address the priorities and needs of the rural poor;

- Significant improvement of development processes, implementation, ongoing monitoring and evaluation of policies and strategies in rural development and poverty reduction – as well as policy dialogue providing a space for various stakeholders to engage in, including IFAD-supported programmes and partners;
- Stronger synergy and better complementarities between policies, IFAD projects and programmes at the national and regional levels;
- Easy access of all partners to updated and relevant information about past and current examples and best practices in agricultural and rural development involving the IFAD-supported knowledge network, FIDAFRIQUE; and
- Development of a regularly updated web-based platform providing access to a variety of documentary resources, policies and strategies in the sector and closely linked to FIDAFRIQUE. Synergies will be established between the two platforms, in particular through electronic links.

V. Implementation arrangements

14. The strength of the Hub resides in its original governance capacity which closely associates, on an equal basis, civil society representatives, government ministries, regional intergovernmental organizations and donors. The Hub is governed by two different administrative entities:

- (i) A small **technical unit** is responsible for overseeing and carrying out the operational activities of the Hub. It is composed of four to seven high-level technical experts (depending on available resources), each responsible for a precise development theme. This technical unit is led by the executive director. Experts are recruited on the basis of a precise programme of work.
- (ii) The **Management Committee** approves the Hub status, procedures and rules, annual workplan and budget, overall supervision, evaluation and audit reports. It is headed by an elected president and composed of 12 to 15 members representing:
 - **IGOs** in the region through which governments are represented, currently: Conference of Agriculture Ministers of West and Central African Countries CMA/AOC, ECOWAS, Economic and Monetary Union of Central Africa (CEMAC), WAEMU and the Permanent Interstate Committee for Drought Control in the Sahel (CILSS);
 - **CSOs**: Network of Farmers' Organizations and Agricultural Producers in West Africa (ROPPA), West African Network of Chambers of Agriculture, representatives of rural women, representatives of agro-industry; and
 - **Development partners** that financially assist the Hub – IFAD, European Commission, United Nations Development Fund for Women (UNIFEM), French Ministry of Foreign Affairs.

The Management Committee comprises one representative of each of the organizations mentioned above. Some development partners not participating in the financing of the Hub may be invited to sit on the Management Committee as observers. The Committee meets at least twice a year.

The Management Committee will be invited to consider broadening its membership to include other regional organizations such as CEMAC, the Sub-regional Platform of Peasant Organizations of Central Africa (PROPAC) and selected national farmers' organizations.

15. To anchor the Hub in the regional, agricultural and rural development policy context and ensure its sustainability, an institutional agreement will be concluded between IFAD and ECOWAS, which has agreed to be the recipient of the IFAD grant.
16. The Management Committee will meet at least once a year to take stock of the achievements of the programme and to discuss the annual workplan and budget.
17. IFAD will supervise the Hub during the grant period as required and in conjunction with its participation in the multistakeholder Management Committee.
18. An evaluation will be undertaken at the end of three years of IFAD cofinancing upon which any future funding decision will be based.

VI. Indicative programme costs and financing

19. This is the first full implementation phase of the Hub following the initial pilot period of four years. In order to deepen the links with IFAD projects and programmes and to focus on IFAD target groups, it is proposed that a grant of US\$1.5 million be made for the three-year period. The total cofinancing for the next three years is estimated at US\$10,604 million. The Hub plans to raise more resources during this period in order to expend its activities.
 - **European Commission.** The Commission has made a commitment to contribute up to EUR 5,000,000 for the implementation phase over the five-year period from the tenth European Development Fund.
 - **French Ministry of Foreign Affairs.** The Ministry's contribution to the Hub has been in-kind: financing two technical assistance experts at a total cost of EUR 300,000 (US\$385,700) per year. France will continue this support through 2009. From 2010 onwards, Agence Française de Développement (AFD) will take over the management of contributions to the Hub from the Ministry. French authorities have confirmed that AFD is committed to continuing support for the Hub for the next phase, although the specific nature of the support will be determined during 2009. The budget therefore makes a conservative estimate of French financing for the Hub over five years totalling US\$1,000,000 (including US\$385,700 for 2009 and additional funding of expertise and related support from 2010 to 2013 of US\$614,300).
 - **Islamic Development Bank.** The Bank has agreed to provide US\$150,000 to finance the process of reviewing, disseminating and implementing CEMAC regional agricultural policy.
 - **ECOWAS.** In April 2008, ECOWAS made a commitment to use the Hub as a technical implementing arm for its agricultural and rural development policies for a total of EUR 500,000 (US\$642,000).
 - **UNIFEM.** The Women's Fund has expressed its intention to continue providing technical assistance to the Hub.
 - **WAEMU.** The Union has made a commitment to provide the Hub with US\$99,500 over 2008-2009 to enable the Hub to respond to requests for support for capacity-building from regional stakeholders. Continued support from WAEMU is expected during the implementation period 2010-2013. However, exact amounts cannot be confirmed at this stage.

- **The World Bank** will contribute US\$600,000 over a five-year period, specifically in the areas of training, workshops, consultant fees, publications, administrative support, and audit and evaluation.

Summary of budget and financing plan

(in thousands of United States dollars)

<i>Type of expenditure</i>	<i>IFAD</i>	<i>Cofinancing^a</i>
Personnel (including subcontractors)	200	3 032
Professional services	150	1 129
Travel costs	100	645
Equipment	50	300
Operational costs, reporting and publications	150	454
Backstopping (administrative support)	200	750
Training/capacity-building	650	4 295
Total	1 500	10 605

^a Where applicable.

Results-based logical framework

	Objectives hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
Goal	To promote more effective and inclusive agricultural and rural development policies in WCA to reduce rural poverty			Other regional stakeholders continue to provide material support to the Hub ECOWAS is efficient grant recipient
Objective	To develop a strong and sustainable regional capacity across a range of key stakeholders in the sector for policy analysis and dialogue	The Hub's high quality technical support and outputs generate policy change in countries and the region Increase in the number of Hub partners and financial contributions Higher rates of participation in Hub events	Final Evaluation Report of this implementation phase New policies that address needs of rural poor approved in WCA Request for a second implementation phase	The financial resources promised to support the Hub are disbursed by funders Key regional stakeholders wish to collaborate and inform regional agricultural and rural policies and strategies
Specific Objectives	Develop methods and processes aimed at improving formulation, implementation and evaluation of agricultural and rural development policies, and contribute to the development of better relationships between stakeholders Strengthen the capacities of public administration managers and CSOs in agricultural and rural development policies Enhance information and knowledge-sharing	Strengthened capacities of programme administration managers/CSOs Effective networks established in synergy with FIDAFrique	Final Evaluation Report of this implementation phase	IFAD/project staff engage in policy dialogue Network focuses on appropriate national and regional sub-networks to facilitate the flow of policy relevant material for decision makers and experts ECOWAS, WAEMU, CEMAC and WCA countries continue support for the Hub
Outputs	1.Foster policy dialogue Significant improvement of the processes of development, implementation and evaluation of policies and strategies in agricultural development and reduction of rural poverty including policy dialogue involving the various stakeholders in the rural sector The advice given for the development, implementation and evaluation of policies and programmes is taken into account in revised strategies and policies developed by rural stakeholders and policymakers that address the priorities and needs of the rural poor 2 Capacity-building Strengthened capacity of public administration managers, CSOs and farmers' organizations in developing and influencing agricultural and rural development policies 3. Information and knowledge-sharing Development of web-based platforms providing access to various documentary resources, policies and strategies in the sector, closely linked to FIDAFrique 4 Programme Management The Hub works on a sustainable basis, managing external resources efficiently and effectively	No. of policies successfully promoted and submitted by stakeholders No .of concrete contributions from the Hub to IFAD results-based COSOPs and other agency country programme papers No. of policy spaces created at the request of regional rural stakeholders No. of members of national organizations trained No. of successful experiences identified and used for scaling up or replication No. of website "hits" increasing No. of observations in audits reports	Strategy and policy papers Minutes and proceedings of meetings Activity reports Capacity-building training materials Workshop reports Platform activity report Hub website and number of "hits" Readership surveys Management committee meeting minutes Weblinks with FIDAFrique	Governments and IGOs share interest of donors in establishing a regional centre of expertise and cooperating with it Donor operational staff are encouraged to cooperate and to share information Political agreement of WCA Governments to associate CSOs in decision-making processes IFAD country programme managers/ project managers appreciate the Hub's services Information of sufficient quality and interest prepared and distributed Stable leadership, transparency, accountability and inclusive decision-making central to the Hub's team
Key Activities	<ul style="list-style-type: none"> •Create policy spaces on hot topics related to rural development and thematic communities of practice •Involve stakeholders in communities of practice and other related activities, and organize workshops •Support design and implementation of roadmaps and action plans •Identify training needs, develop and implement training programmes and materials •Update information on the website and create web-based platforms; produce regular newsletters •Select staff, coordinate activities, monitor and report progresses, audits 	3 communities of practice created 20 workshops; 600 participants 10 types of training programmes 3 newsletters/year; 5,000 readers 3 web-based platforms developed; 5,000 visitors/month 3 annual and audit reports	Annual/Progress reports Workshop reports Webpages Supervision reports Audit/Evaluation reports Staff/consultant evaluation	Annual reports and other reports published on time and regularly distributed to partners Qualified personnel and consultants are recruited Appropriate equipment is purchased

Food and Agriculture Organization of the United Nations (FAO): Smallholder Poultry Development Programme

I. Background

1. Small-scale and backyard poultry production provides meat and eggs for rural poor households, a small and fairly regular source of cash, manure for crop production, feathers, items for traditional rituals and gifts for friends. Over 80 per cent of rural households in Afghanistan, sub-Saharan Africa, Bangladesh, Cambodia and Egypt keep backyard poultry. Family poultry generates between 19 per cent and 50 per cent of rural household income and contributes about 98 per cent of poultry products consumed in the villages of developing countries. Poultry production in rural areas is almost exclusively a women's activity. In the context of increasing food costs in developing countries, rural poultry-keeping and marketing offer one of the few opportunities available to the rural poor for enhancing household food security and income-generating activities, especially if they lack access to land, training and capital.
2. Simple, affordable interventions based on good husbandry practices can have a substantial impact on productivity, primarily by reducing mortality and losses. Useful information, lessons learned, stories of success and failure in backyard poultry production and its role in improving livelihoods need to be shared and analysed more effectively. These can then be taken up by development projects, and supported by IFAD and others or by private producers. Greater awareness is also needed within the private sector and among governments and NGOs regarding the potential and limitations of the contribution of household poultry to the family income, food security, poverty reduction and to mitigating the impact of HIV/AIDS.
3. The highly pathogenic avian influenza (HPAI) crisis has focused attention on the health aspects of the poultry sector. Fears have been expressed that extensive poultry production systems contribute disproportionately to the spread of HPAI. However, this claim is not supported by data related to control measures for HPAI in both commercial and backyard production systems. Building the capacity of poor farmers in biosecurity measures and improved production systems is the most effective measure in preventing and controlling the occurrence and spread of diseases.
4. The International Network for Family Poultry Development (INFPD) was established with the assistance of the Food and Agriculture Organization of the United Nations (FAO) to promote and facilitate the development of the small-scale poultry sector in developing countries. By strengthening its capacity, INFPD will gradually become a global reference centre, generating, sharing and disseminating knowledge and best practices related to smallholder poultry production systems.

II. Rationale and relevance to IFAD

5. Traditionally, IFAD has been instrumental in supporting the development of pro-poor poultry production models such as the smallholder poultry production model in Bangladesh. IFAD has recently launched a number of investment projects (for example in Lao People's Democratic Republic, Mauritania and Senegal) that – as part of pro-poor household food security and income-generating activities – include the development of rural poultry value chains. However, one major constraint is that the national expertise available for the small-scale poultry production sector is very limited. Moreover, in most developing countries, where authorities in charge of livestock-related issues have only limited resources, backyard poultry production is not given priority. Often, little information, other than anecdotal information, is available on the drivers of change in the more extensive backyard production systems.

6. With this proposal, IFAD's contribution will assist in building human capacity to develop locally adapted tools and approaches, and lead and implement activities related to poultry production and marketing as part of a value chain development approach for household poverty reduction and food security. Through support to INFPD, IFAD's contribution will also allow the sharing of these tools and other information with key partners at international level and among INFPD members. The project will contribute to the achievement of IFAD's overarching goal of empowering rural women and men in developing countries to increase their incomes and improve food security at the household level.

III. The proposed programme

7. The programme objective is to increase knowledge, awareness and recognition of smallholder poultry production as an effective tool in poverty reduction, household food security and the empowerment of women.

8. The three-year programme will comprise three main components, all related to small-scale poultry production and marketing:

Component 1: Building human capacity to develop, lead and implement innovative approaches and activities in the poultry sector.

Component 2: Preparing innovative tools for more efficient small-scale production systems.

Component 3: Strengthening the INFPD platform for the exchange and dissemination of relevant tools and information on poultry production as a key component of pro-poor household food security programmes and income-generating activities.

9. IFAD projects that would directly benefit from involvement in the proposed programme activities and have been selected in consultation with IFAD country programme managers and regional divisions are:

- Bangladesh: Microfinance for Marginal and Small Farmers Project
- Burkina Faso: Agricultural Commodity Chain Support Project
- Lao People's Democratic Republic: Northern Region Sustainable Livelihoods through Livestock Development Project
- Mauritania: Value Chains Development Programme for Poverty Reduction
- Senegal: Agricultural Value Chains Support Project
- Swaziland: Lower Usuthu Smallholder Irrigation Project – Phase I

IV. Expected outputs and benefits

10. A cadre of associate poultry advisers (APAs) from developing countries and who are members of INFPD or related networks (the Network for Smallholder Poultry Development (NESPOD), the International Rural Poultry Centre (IRPC) of the KYEEMA Foundation) will directly benefit from this project. Skills acquired and material produced by the APAs through the proposal will benefit: (i) the advisers themselves and their organization (government, private sector, research, NGOs, and similar bodies); (ii) the IFAD/FAO projects they will be assigned to; and (iii) the wider poultry development community.

11. Indirect beneficiaries are vulnerable households and, in particular, women poultry producers who can benefit from enhancing their capabilities in animal disease prevention and control, animal production and management, and product marketing that takes account of the prevailing social, cultural and economic conditions and aims to improve livelihoods. Further indirect beneficiaries are decision makers, planners, technicians in the public and private sectors, and development agencies. Project outputs will include:

Component 1

Output 1: The capacity to implement innovative smallholder poultry projects and activities is strengthened in targeted countries of Asia and Africa

12. Promising young poultry specialists (poultry graduates, researchers or poultry development workers) will be offered a 6-12 month assignment as APAs working in the household poultry sector. These assignments will consist of 4-6 weeks of orientation and training at FAO in Rome, followed by a field assignment on an FAO, IFAD or INFPD partner agency poultry programme.¹ In addition to a technical component, the training at FAO/IFAD will also include exposure to the household economy approach and to the importance of gender aspects. APAs will acquire the skills needed to efficiently apply their technical expertise in the broader context of sustainable development. They will actively provide technical support in the implementation of rural poultry activities and value chain development in ongoing IFAD/FAO projects. INFPD will be responsible for identifying and screening suitable candidates and the candidates will then be approved by the Steering Committee. The acquired experience and capacity will be an asset for the APAs' countries of origin since they will be expected to make a major impact in guiding smallholder poultry development. Each APA will submit post-assignment evaluation reports to INFPD every six months for up to two years to assist in monitoring the impact of the programme. The key indicators for measuring progress against this component are:
- 12 APAs complete their assignments on IFAD/FAO projects (see list of selected IFAD projects in paragraph 9);
 - 12 documents (such as concept notes, strategy papers, survey reports, reviews relating to smallholder poultry development) developed by APAs; and
 - 12 follow-up post-assignment evaluations.

Component 2

Output 2: Validated decision tools and training material for household poultry production development are available as public goods and disseminated through the INFPD website

13. Each APA will be required to undertake a substantive study during his or her assignment which will be agreed with FAO and the host field programme and then peer reviewed by selected INFPD members. The studies and the interaction with various field project stakeholders will contribute to generating decision tools and training materials for household poultry production development. The key indicators for measuring progress against this component are:
- Fact sheets with practical information and descriptions of techniques for various other aspects of smallholder poultry production, including poultry housing, processing and marketing, and microfinance;

¹ Where APA assignments are extended to up to 12 months – on the basis of trainee qualifications and specific tasks to be completed – the total training period would remain unchanged but the number of trainees would be reduced.

- Technical decision support system (checklists) for project officers in donor agencies, international and national NGOs and their counterparts in the recipient countries; and
- Technical guides/manuals specifically for: (i) the management of family poultry projects; (ii) the prevention and control of HPAI and other diseases related to family poultry; (iii) the preservation of poultry genetic resources used in family poultry production; and (iv) the assessment of feed resources to supplement family poultry.

Component 3

Output 3: The INFPD is strengthened and disseminates tools and information for safe and more efficient household poultry production

14. The prerequisites for making rational decisions regarding investment in this area include: (i) creating awareness; (ii) promoting the benefits of smallholder poultry production in terms of improving livelihoods; and (iii) gender empowerment. Through the INFPD newsletters, websites, workshop and information dissemination, the programme is expected to contribute to increasing investment in smallholder poultry development. This would have a positive impact on the programme's end beneficiaries, the vulnerable poultry-keeping households and the supply chains that service them. The key indicators for measuring progress against this component are:
- Six editions of the bilingual INFPD journal;
 - INFPD website, including the e-mail-based bilingual newsletter, updated and maintained;
 - Three Internet conferences on topics that concern smallholder poultry production are organized by INFPD;
 - Three annual stakeholder workshops in selected regions for producers, researchers and academics to raise awareness among national policymakers, NGOs, service providers and women of the importance and role of family poultry production in rural development;
 - INFPD members participate in major regional and international poultry events; and
 - A strategy and model for INFPD's financial independence.

V. Implementation arrangements

15. The INFPD will be the umbrella organization responsible for the coordination and management of the programme through a steering committee that will consist of representatives of FAO, IFAD, INFPD, IRPC and NESPOD. FAO will provide the official link with IFAD accounting for the project funds and all the interim and final reports; it will also provide office and support facilities for the project leader.
16. FAO will be responsible for technical backstopping. IFAD will supervise this programme annually through its programme development financing facility, in close consultation with its Western and Central Africa (PA), Eastern and Southern Africa (PF) and Asia and the Pacific (PI) divisions.

VI. Indicative programme costs and financing

17. The proposed programme will be implemented over a three-year period with a total cost of US\$700,000. The programme will be mainly financed by IFAD (US\$600,000) with contributions from FAO and, to a lesser extent, by IRPC and NESPOD (totalling US\$100,000), two networks operating in partnership with INFPD. INFPD will be expected to have gained financial independence by the end of the programme. The table below provides an overview of the budget for the three project years. Details are included in the full design document.

18. FAO, as the grant recipient, will be responsible for annual technical and financial management and reporting.

Summary of budget and financing plan

(in thousands of United States dollars)

<i>Type of expenditure</i>	<i>IFAD</i>	<i>Cofinancing^a</i>
Personnel (including subcontractors)	15	-
Professional services	9	-
Travel costs	56	10
Equipment	12	-
Operational costs, reporting and publications	45	-
Backstopping	-	70
Training/capacity-building	394	20
Support costs (13 per cent)	69	-
Total	600	100

^a FAO; Network for Smallholder Poultry Development (NESPOD); International Rural Poultry Centre (IRPC/Kyeema).

Results-based logical framework

	Objectives hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
Goal	Increased knowledge, awareness and recognition of smallholder poultry production as an effective tool in poverty reduction, household food security and the empowerment of women.	The poultry component of IFAD programmes benefiting from APAs performs well.	Reports on IFAD programmes where APAs have been posted. Evaluation reports	
Objectives	Develop the human capacity within INFPD to support the further development of smallholder poultry production and use it to improve the household income of poor rural people	<ul style="list-style-type: none"> ▪ APAs are working for smallholder poultry development ▪ Availability of information and tools on the web and in hard copies ▪ Content and format of this information and tools positively evaluated 	<ul style="list-style-type: none"> ▪ FAO / IFAD / INFPD pool of experts lists ▪ Final programme report, APAs ex ante reports ▪ Survey of INFPD members, steering committee minutes 	Enabling political and institutional environment; political stability
Outputs	<ul style="list-style-type: none"> ▪ The capacity to implement innovative smallholder poultry projects and activities is strengthened in targeted countries of Asia and Africa ▪ Validated decision tools and training material for household poultry production development are available as public goods and disseminated through INFPD website. ▪ INFPD is strengthened and disseminates tools and information for safe and more efficient household poultry production. 	<ul style="list-style-type: none"> ▪ 12 APAs have completed their assignments ▪ 12 documents (such as concept notes, strategy papers, survey reports, reviews relating to smallholder poultry development), 12 follow-up post-assignment evaluations ▪ Production and validation of fact sheets; technical decision support system and technical guides/manuals. ▪ 6 editions of the bilingual INFPD journal are produced. ▪ INFPD website is maintained and regularly updated ▪ 3 internet conferences and 3 annual stakeholder workshops organised by INFPD; INFPD participates in major regional and international poultry events ▪ Strategy and model enabling INFPD's financial independence 	<ul style="list-style-type: none"> ▪ INFPD coordinator progress reports (every 6 months) ▪ APAs end of assignment reports, final report ▪ Individual APAs assignment reports. ▪ INFPD coordinator progress reports (every six months), INFPD website ▪ APAs end of assignment reports ▪ INFPD coordinator programme progress reports (every six months) ▪ INFPD website and proceedings of internet conferences and workshops ▪ INFPD strategy for independence and final programme report 	<ul style="list-style-type: none"> ▪ Adequate interest in being an APA ▪ Support from IFAD/FAO projects for accepting APAs ▪ INFPD members remain motivated to invest in the activities and the network in the long term
Key Activities	<ul style="list-style-type: none"> ▪ Identify, select and train at FAO 12 APAs ▪ Agree with field project staff assignment and specific tasks of APAs and supervise their activities, arrange post-assignment monitoring of APA activities ▪ Prepare, review and publish decision support tools and technical guides/manuals ▪ Publish 6 editions of INFPD journal and updates of website ▪ Organize 3 internet conferences and 3 INFPD annual stakeholder workshops ▪ Prepare strategy and model for INFPD's financial independence, and review and evaluate the achievements of the project 	<ul style="list-style-type: none"> ▪ INFPD coordinator selected ▪ 12 APAs identified, selected and trained ▪ 12 specific studies/assignment reports completed by APA ▪ 6 editions of INFPD newsletter published ▪ INFPD website updated ▪ 3 internet conferences organized ▪ 3 INFPD annual stakeholder workshops organized ▪ INFPD after-project strategy and workplan finalized 	<ul style="list-style-type: none"> ▪ Individual APAs assignment reports. ▪ INFPD coordinator programme progress reports (every six months) ▪ INFPD website, decision support tools published and available on INFPD website ▪ Proceedings of internet conferences, and workshops ▪ INFPD strategy for independence, APAs post-assignment reports 	Agreement from IFAD/FAO projects to accept APAs

International Development Research Centre (IDRC): Knowledge Access for Rural Inter-connected People – Phase II (KariaNet II)

I. Background

1. For more than a decade, IFAD and IDRC have been sponsoring the development of knowledge management and innovation sharing networks in Africa, Asia, Latin America, and the Near East and North Africa (NENA) that aim to improve the operations and outcomes of rural development programmes by enhancing their learning and knowledge exchange capabilities. KariaNet, the network for NENA, was piloted in 2005 as a multistakeholder partnership among IFAD, IDRC and IFAD-financed projects in the NENA region.
2. From 2005 to 2008, two projects in each of the five participating countries – Egypt, Jordan, Morocco, Sudan and Tunisia – were selected to be the founding core of KariaNet I. KariaNet's pilot phase sought to test and develop tools and practices that could advance learning and the exchange of experiences and knowledge assets among IFAD-financed projects towards an overall goal of improving project performance and enhancing impact.
3. During its pilot phase, KariaNet developed project staff capabilities in capturing and sharing knowledge, mapped knowledge needs across participating projects, and hosted a number of active e-discussions and thematic workshops. The pilot phase developed web platforms for the network and undertook two pilot exercises at the national and community levels: first, the establishment of a national network in Egypt to bring together partners in rural poverty reduction; and, second, two community-based initiatives in Jordan to facilitate knowledge exchange with poor rural men and women.
4. A self-assessment of the programme, commissioned by IFAD and IDRC in 2008, found that the network has succeeded in establishing a community of practice that exchanged experiences, compared notes and learned from one another's successes. Although the network was too young to allow measurement of KariaNet's impact on improving the performance of IFAD's projects, the assessment found a number of examples where project staff had adapted approaches and methods used by other member projects and shared through KariaNet to address local constraints and improve operations, thereby demonstrating value added through the networks' learning and sharing activities.
5. This grant would contribute to the financing of US\$3.1 million for the second phase of the KariaNet programme, which builds on the lessons learned, achievements and foundations laid by KariaNet; it would also expand the network's coverage to other countries and rural poverty reduction projects in the NENA region. The objective of the second phase is to research, develop and test sustainable mechanisms for sharing knowledge and innovations among rural and agricultural development projects in NENA, and improve their capacities to face both long-standing and newly emerging development challenges.

II. Rationale and relevance to IFAD

6. This programme is fully aligned with IFAD's grant policy, in that it would promote pro-poor research on innovative approaches and technical options for strengthening poverty reduction initiatives, and build the pro-poor capacities of IFAD and IDRC partner institutions whose activities seek to empower the rural poor and enable them to overcome their poverty. The programme's direct target group includes implementing agencies of rural poverty reduction programmes, in particular

programmes financed by IFAD and IDRC, their research partners and the poor rural households targeted by them.

7. As is the case in other regions of the developing world, poverty reduction initiatives in NENA are challenged by intricate and long-lasting institutional and technical constraints. These challenges are increasingly compounded by newly emerging conditions, such as higher climate variability, water and land use policies, food and fuel price variability, higher population growth, and increasing rural unemployment, migration and remittances. Governments and national stakeholders in rural development look to IFAD, IDRC and other international organizations for research and development products, for policy and technical solutions, and for viable, innovative programmes that can be adapted and scaled up.
8. The proposed KariaNet II is built on this underlying premise: that knowledge is the critical resource needed for a wide set of stakeholders to succeed in their efforts to reduce rural poverty and is a key asset of the poor. KariaNet II also recognizes that dissemination of best practices does not, in itself, sufficiently fulfil this need and that, without adaptation to the local context, it does not provide the basis for improved local decision-making. KariaNet II seeks to empower its members and its target group to tap relevant sources of knowledge and experience, share tacit knowledge and adapt it to enhance rural poverty reduction results.
9. Meeting the need to facilitate learning and innovation for rural poverty reduction is an important element of IFAD's Action Plan for Improving its Development Effectiveness and of IFAD's Strategy for Knowledge Management. The latter recognizes the importance of drawing on and developing the experience of IFAD's existing regional networks in scaling up the institution's knowledge management activities. It also recognizes that regional networks provide different services, means and tools to share knowledge, information and experience, and improve communication among development agricultural and rural projects and their partners. These networks need to be strengthened to deliver effective knowledge-sharing services to a larger number of projects and partners, and to foster learning initiatives (at the local or country level) among the partners.

III. The proposed programme

10. The ultimate goal of the programme is to enhance the effectiveness of development projects and programmes that serve to enable the rural poor to overcome their poverty. Its primary objective is to research and develop sustainable mechanisms for generating and sharing knowledge and innovations among rural and agricultural development projects in the NENA region that improve project performance and impact.
11. The three-year programme will comprise four main components:
 - Innovation inventory and knowledge mapping;
 - Strengthening of knowledge-sharing and networking among IFAD projects and their partners;
 - Community knowledge initiatives; and
 - Network management and coordination.

IV. Expected outputs and benefits

12. The programme is expected to yield the following outputs:
 - Project knowledge gaps and needs identified and assessed, using participatory processes, by researchers working with projects;
 - KariaNet II contributes towards a culture for communication and knowledge exchange in the region and has a growing membership;

- Both information and communication technology (ICT)-based mechanisms and non-ICT-based mechanisms (tools and platforms) extended to create, collect, share and disseminate information, knowledge and innovation, including appropriate communication platforms and facilitated interaction to animate the network, and a significantly expanded knowledge base on regional rural poverty reduction;
- Capacity to produce, learn from and share knowledge and innovation is enhanced at the community, project, country and regional levels, including testing and validation of knowledge management strategies and approaches, and sustainable business models, through participatory action research;
- Experiences and practices relevant to KariaNet II objectives are documented and shared among the knowledge networks, member projects and communities in general; and
- Sustainable and operational business models for networking and use of knowledge for development are developed, tested and adopted by KariaNet II members.

V. Implementation arrangements

13. The programme will be managed by IDRC, a leading international centre recognized for helping developing countries use science and technology to find practical, long-term solutions to the social, economic and environmental problems they face. IDRC will cofinance the programme through its Acacia ICT4D (ICTs for development) programme. The programme will be managed through the IDRC regional office for the Middle East and North Africa in Cairo, Egypt. A regional coordination unit (RCU), staffed by a regional coordinator and a programme assistant, is responsible for programme implementation, management and coordination.
14. A steering and oversight committee (SOC), composed of IFAD and IDRC representatives, will provide strategic guidance to the RCU and monitor programme effectiveness and efficiency. The RCU will submit annual workplans and budgets and periodic progress reports to the SOC for its approval. Membership of the SOC may be expanded in the future to include other funders or representatives of contributing members. In addition, an advisory committee, composed of IFAD and IDRC representatives, research experts and representatives of member projects, will be established to provide scientific and technical recommendations in order to ensure relevance of the programme activities.
15. The programme will establish a monitoring and evaluation (M&E) system from the outset, using elements of outcome mapping and most significant change methodologies, to assess KariaNet II attainment of its desired outcomes and its impacts on the performance of its member projects.
16. KariaNet II will develop at least two thematic networks, and one umbrella network on knowledge management, each composed of development projects and research teams. For each of these networks, a research programme will be elaborated by selected local research teams, in collaboration with KariaNet II members.
17. The two thematic networks will broadly cover themes related to: (i) food security and (ii) rural enterprise development and marketing. A third network will be cross-cutting and will be dedicated to action research on the methodology of knowledge management, responding to the knowledge needs of KariaNet II members, including development of capacities and facilitation of knowledge management and developing, testing and evaluating operational business models suitable for the future of KariaNet – such as instituting membership fees and/or demand-driven, pay-as-you-go approaches.

VI. Indicative programme costs and financing

18. The total programme costs are estimated at US\$2.8 million. The programme duration will be three years, starting in 2009. The contribution of the proposed IFAD regional grant will be US\$1.5 million. IDRC will contribute 1 million Canadian dollars (equivalent to approximately US\$845,000) in addition to an in-kind contribution in the form of programme technical support from IDRC staff, estimated at about US\$120,000.
19. The other cofinanciers are IDRC-funded and IFAD-funded projects in the NENA region that are benefiting from the programme activities. Participating projects and programmes would cumulatively contribute approximately US\$500,000, to finance their own ICT investment costs and their participation in regional/national workshops and meetings (see table below).

Summary of budget and financing plan

(in thousands of United States dollars)

<i>Type of expenditure</i>	<i>IFAD</i>	<i>IDRC</i>	<i>Cofinancing^a</i>
Research, studies and consultancies	325	200	20
Workshops, training and content development	400	200	190
Community and ICT investments	260	170	290
Salaries, travel communications and other operating costs	355	275	-
IDRC indirect costs	160	-	-
Total	1 500	845	500

^a Where applicable.

Results-based logical framework

	Objectives hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
Goal	Enhance the effectiveness of development projects and programmes that serve to enable the rural poor to overcome their poverty	By year 3, at least 50% of the member projects participating in the knowledge networks demonstrate the use of learning through KariaNet.	Assessment of knowledge management during IFAD supervision of IFAD-funded projects. Project workplans, progress and completion reports	Learning is integrated by project implementing agencies into operational and management plans Funders promote the role of learning in project implementation
Objectives	Research and develop sustainable mechanisms for sharing knowledge and innovations among rural and agricultural development projects in NENA that improve their performance and impact	An operational model for network sustainability developed and validated by year 3 At least 50% of country programme managers report improved project performance through use of knowledge for development	Karianet II progress and completion reports IFAD project supervision reports	Participating projects each appoint a project knowledge facilitator Significant project engagement in generating/sharing new knowledge
Outputs	Project knowledge gaps and needs identified and assessed by researchers working with projects Thematic and methodology knowledge networks established and their learning programmes developed Both ICT and non-ICT based mechanisms (tools and platform) extended to create, collect, share and disseminate information, knowledge and innovation at the community, project, country and regional levels Operational model for networking and use of knowledge for development is devised, tested and adopted by KariaNet II members	Action research to assess knowledge needs undertaken by participating member projects by end of year 1 Based on needs assessment at least 2 thematic knowledge networks and 1 methodology knowledge network are established and have a learning programme by end of year 1 Tools developed or made available for KariaNet II members (ICT, non-ICT, website, collaboration tools, documentation, publishing tools by end of year 1) At least 1 community project piloted per network by year 2. 9 existing project members (from KariaNet I) are willing to cover the cost of their participation in KariaNet II. More projects are expressing interest in joining KariaNet II Successful options tested and documented. At least 1 successful operational model adopted by KariaNet	Needs assessment reports Networks' plan of action and learning programme Knowledge management tools available Research reports Karianet II membership. KariaNet II progress and completion reports Research report covering the options and the model propose.	Knowledge management strategies and national forums agreed to and inaugurated by decision makers
Key Activities	Knowledge sharing and networking among IFAD projects and their partners strengthened Innovation scouting and knowledge mapping and dissemination Community knowledge initiatives implemented	50% of KariaNet II members are participating in at least one knowledge network activity and learning programme. Experience and learning is shared in knowledge networks and on KariaNet II's website Action research results documented and disseminated New ICT tools for community outreach developed	Workshop reports and training materials available Karianet II publications and website (including collaboration tools provided via the website)	

International Centre for Integrated Mountain Development (ICIMOD): Programme on Livelihoods and Ecosystem Services in the Himalayas: Enhancing Adaptation Capacity and Resilience of the Poor to Climate and Socio-economic Changes

I. Background

1. Mountains are a repository of biodiversity, water, natural beauty and other ecosystem services, and complement lowland production systems. Yet many people living in the mountains are poor, most belonging to diverse ethnic groups. In common with other mountainous areas, the Himalayas form a pocket of poverty where people are still subsisting on farming systems that have not benefited from green technologies. Mountains continue to remain a less favoured area and consequently mountain inhabitants, often indigenous peoples, are at the fringes of society – geographically, politically and economically.
2. Mountain people are increasingly exposed to growing physical, social and economic risks and vulnerabilities. The three main interrelated drivers of change are: (i) environmental change induced by climate change that leads to extreme and unpredictable conditions affecting the crucial natural resources and ecosystem services; (ii) economic and social globalization with its increased societal and cultural interdependencies that impact on livelihood options (e.g. food security) of mountain people; and (iii) population dynamics with reduced population growth rates in the mountains and strong rural-urban migration.
3. In the coming decades, benefits of even the most stringent mitigation measures will be slow to manifest themselves and it may not be possible to avoid further adverse impacts of climate change on the environment, leading to alteration of ecosystem services. Therefore, the need to adapt to the emerging consequences of climate change is becoming increasingly urgent. Action is needed to reduce the vulnerability of mountain societies to climate change and enhance their adaptive capacity and resilience.
4. In this context, there is a strong convergence in the strategic thrusts proposed for poverty reduction under IFAD's Strategic Framework 2007-2010, IFAD's strategic focus for Asia and the Pacific Region, and the strategic framework of the International Centre for Integrated Mountain Development (ICIMOD), which also reflects national priorities of ICIMOD member countries established through extensive consultation processes (2007-2008). The proposed partnership between IFAD and ICIMOD draws on a strong overlap in geographic and social focus of institutional strategies. It is aimed at mitigating emerging risks and vulnerabilities of the poor and marginalized communities and utilizes both environmental and societal responses to develop innovative approaches and coping mechanisms for sustainable livelihoods and climate change.

II. Rationale and relevance to IFAD

5. The partnership between IFAD and ICIMOD is expected to develop a common long-term research and development agenda, based on the shared vision and priorities for sustainable poverty reduction in the Himalayas, especially in the context of the emerging effects of climate change. The results of this programme will enhance the knowledge of persistent poverty pockets in the mountains and propose relevant options for development interventions. Together, these will contribute to strengthening the strategic focus of IFAD and ICIMOD on poverty reduction in marginalized mountain areas, and on the ability to provide national governments with improved policy support and a forum for knowledge-sharing to

enhance the formulation/refinement of pro-poor policies for mountain areas. To the extent possible, this programme will establish links with the programmes of IFAD's Global Environment and Climate Change (GECC) Unit.

6. To consolidate and strengthen gains made under the existing partnership and to take advantage of opportunities arising from similar strategic goals, it is generally suggested that a move be made, over the long term, from the current project-based approach to a new programme-based strategic partnership. The proposed programme will also enhance ICIMOD's ability to provide inputs at different stages in the project cycle (such as country strategy development, project design, implementation, supervision) and to scale up validated innovations together with IFAD's country programme teams and investment projects.
7. ICIMOD, being an intergovernmental mountain knowledge centre, provides opportunities for linking research with the application of generated knowledge. The strategic partnership will enhance the capacity and relevance of both institutions in addressing the changing development issues and in helping the vulnerable groups in the Himalayas to adapt to emerging challenges. ICIMOD's unique mountain focus and its good linkages with the national governments and other development partners will benefit IFAD's operations in the region and beyond. In turn, ICIMOD will gain from IFAD's global experience and use of the investment project sites to pilot test innovations.

III. The proposed programme

8. The goal of the programme is to reduce rural poverty and increase the resilience of the rural poor to the changing environmental and socio-economic situations in the mountain areas of the Hindu Kush Himalayan region.
9. The specific objectives of the programme are: (i) to assess the impacts of climate change and socio-economic changes on the poor in mountain areas of the Hindu Kush Himalayan region and to identify adaptation/coping mechanisms; (ii) to validate and pilot test innovative livelihood options for the mountain poor to cope with climate change and socio-economic challenges; and (iii) to build the capacity of mountain communities and partner institutions for adapting to climate and socio-economic changes and to promote the formulation/refinement of pro-poor policies through analytical work and knowledge-sharing.
10. The main components of the three-year programme are:
 - Assessment of the impacts of climate and socio-economic changes and identification of adaptation/coping mechanisms of the mountain poor;
 - Validation and pilot testing of innovative adaptation and coping mechanisms for the mountain poor; and
 - Institutional strengthening to facilitate adaptation to climate change and to improve livelihoods of the poor in mountain areas.
11. The main programme activities will focus on three Hindu Kush Himalayan countries, Bhutan, India and Nepal, while Bangladesh and Pakistan will also be included for knowledge-sharing and networking activities. The programme will undertake an assessment of the impact of climate change and socio-economic changes on food and income security, and will document and map emerging risks and vulnerability of livelihoods. It will also analyse existing and innovative practices and institutional mechanisms that link global to local ecosystem services to improve livelihoods and enhance adaptation to climate change. The programme will conduct participatory action research to validate and pilot test innovative coping mechanisms of the poor. Promising livelihood options that increase the resilience of the poor to climate change and socio-economic changes will be pilot tested. In the area of institutional strengthening, the programme will build the capacity of partner institutions to undertake analytical work on adaptation to climate change. It will also build the

capacity of mountain communities through experience sharing and cross-learning. Governments and other national institutions will be supported through studies for the formulation/refinement of pro-poor policies to facilitate adaptation to climate change. Finally, a multistakeholder mountain consortium will be initiated to promote sharing of experiences and best practices in addressing the challenges of persistent poverty in the mountain areas.

IV. Expected outputs and benefits

12. The programme aims to achieve the following outputs that are closely linked to the programme objectives and components:
 - Innovative mechanisms of the poor to cope with climate change and socio-economic changes identified and analysed;
 - Pockets of persistent poverty and vulnerable communities residing in the Himalayas identified;
 - Innovations to cope with climate change and socio-economic changes validated and pilot tested using participatory methods;
 - Improved and innovative practices and adaptive livelihood options pilot tested and validated;
 - Capacity of partner institutions strengthened to undertake analytical work and action research on adaptation to climate change and livelihoods improvements;
 - Capacity of mountain communities strengthened for adaptation to climate change and livelihoods improvement through experience sharing and cross-learning;
 - Governments and other national institutions supported through studies for the formulation/refinement of pro-poor policies to facilitate adaptation to climate change and improve livelihoods; and
 - A multistakeholder mountain poverty consortium initiated to promote sharing of experiences and best practices in addressing the challenges of persistent poverty in the mountain areas.
13. The concrete products supporting the above-mentioned outcomes will include vulnerability analysis, livelihood and poverty surveys, case study results, sharing and learning workshops, training programmes, exposure visits, and policy and technology briefs. These will be utilized to support the generation of strategic and learning documents such as technical advisory notes or results-based country strategic opportunities programmes for participating countries, including Bhutan, India and Nepal. This knowledge and information is expected to feed into project formulation and planning documents reflecting an improved strategy addressing the needs of the marginalized and poor mountain populations.

V. Implementation arrangements

14. **Implementing organization.** ICIMOD will implement the programme, in conjunction with partner organizations, in particular the participating IFAD-supported loan projects, both ongoing and new, in the relevant countries. The programme will function through the management structure described below.
15. **Governance.** To benefit from the experiences of organizations and institutions involved in addressing emerging challenges to socio-economic development and environmental protection of mountain areas, the programme will have an advisory committee including not only staff from IFAD and ICIMOD, but also selected experts from organizations working on development/poverty issues in the region and

beyond. The operational supervision of the programme will be ensured by the Management Committee, composed of representatives of IFAD and ICIMOD.

16. **Convergence with IFAD's country programmes in the mountain areas.** To ensure close dialogue and a two-way exchange of information, and to develop convergence with IFAD's country programmes, it is proposed that the ICIMOD team leader of the programme and/or other appropriate programme staff participate in the in-country annual country programme management team meetings in each participating country.
17. **Implementation.** The programme is expected to be implemented under a long-term strategic partnership arrangement spanning nine years. However, this proposal elaborates only on the first three years starting in 2009. Potential subsequent phases of the programme will focus on the scaling up of successful innovations of the programme to wider areas, including IFAD-supported projects and those of governments and other partners. These phases will also pay greater attention to the development, implementation and monitoring of pro-poor policies for the mountain areas. ICIMOD will be responsible for the overall implementation of the grant. Participatory approaches to be adopted will involve both the national partners and targeted communities in site selection, planning, implementation and monitoring of the work programme. This will enhance ownership and relevance of the programme.
18. The programme will use a results-based management and outcome monitoring plan that actively involves project partners and other stakeholders in M&E activities. ICIMOD has its internal M&E system that will ensure regular monitoring of the programme based on progress output indicators as outlined in the results-based logical framework. ICIMOD will submit progress reports of activities to IFAD semi-annually. These will be presented in a format agreed between IFAD and recipient organization. IFAD will periodically monitor the progress of the programme through its annual supervision budget. Towards the end of the project, IFAD will make a comprehensive review of the results achieved. This review mission will closely work with ICIMOD in developing potential future phases of the programme based on learning from the proposed programme.

VI. Indicative programme costs and financing

19. The table below summarizes the three-year budget and overall financing plan. Besides funding from IFAD, ICIMOD will ensure additional funding from ongoing project and programmatic activities in the field of innovative livelihood options and ecosystem services.

Summary of budget and financing plan
(in thousands of United States dollars)

<i>Type of expenditure</i>	<i>IFAD</i>	<i>Cofinancing^a</i>
Personnel (including subcontractors)	398	112
Professional services	120	14
Travel costs	89	25
Equipment	15	10
Operational costs, reporting and publications	58	18
Backstopping	373	81
Training/capacity-building	224	49
Overheads (15 per cent)	223	
Total	1 500	309

^a Where applicable.

Results-based logical framework

	Objectives hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
Goal	To reduce rural poverty in the Himalayas and enhance the resilience of the poor to social, economic and environmental change			
Objectives	<ol style="list-style-type: none"> To assess the impacts of climate change and socio-economic changes on the poor in mountain areas of the Hindu Kush Himalayan region and to identify adaptation/coping mechanisms To validate and pilot test innovative livelihood options for the mountain poor to cope with climate change and socio-economic challenges To build the capacity of mountain communities and partner institutions for adaptation to climate and socio-economic changes and to promote formulation/refinement of pro-poor policies through analytical work and knowledge-sharing 	<ul style="list-style-type: none"> Pockets of poverty in the Himalayas identified and documented Number of livelihood options promoted and adopted by selected partners in the Himalayan countries At least 3 mountain communities in IFAD project sites are better equipped with skills, knowledge and technologies to cope with climate and socio-economic changes 	<ul style="list-style-type: none"> Project evaluation studies and mission reports Policies and strategies of governments, IFAD, ICIMOD and partners Policy briefs 	<p>National governments and partners have firm commitments for adaptation to climate change and its impact on the poor.</p> <p>International interest in further exploring the relationship between climate and socio-economic change and mountain poverty</p>
Outputs	<ol style="list-style-type: none"> Innovative mechanisms of the poor to cope with climate change and socio-economic changes identified and analysed Pockets of persistent poverty and vulnerable communities residing in the Himalayas identified. 	<ul style="list-style-type: none"> Increased understanding of the impacts of climate change and socio-economic transformation on the poor and disadvantaged in the mountains Socio-economic characteristics of poverty pockets and vulnerable communities identified and documented 	<ul style="list-style-type: none"> Reports and publications Impact studies and evaluations 	
	<ol style="list-style-type: none"> Innovations to cope with climate change and socio-economic changes validated and pilot tested using participatory methods Improved and innovative practices and adaptive livelihoods options pilot tested and validated 	<ul style="list-style-type: none"> At least 3 innovative practices are piloted and tested and validated in a participatory process At least 2 packages are available and appear in relevant programmes and policies 	<ul style="list-style-type: none"> Partners reports, monitoring reports, evaluation studies, reports of field visits, and pilots 	Partners and respective governmental organizations are willing to cooperate.
	<ol style="list-style-type: none"> Capacity of partner institutions strengthened to undertake analytical work and action research on adaptation to climate change and livelihoods improvement Capacity of mountain communities strengthened for adaptation to climate change and livelihoods improvement through experience sharing and cross-learning among mountain communities Governments and other national institutions supported through analytical work/studies for the formulation/refinement of pro-poor policies to facilitate adaptation to climate change and improved livelihoods A multistakeholder mountain poverty consortium initiated to promote sharing of experiences and best practices in addressing the challenges of persistent pockets of poverty in the mountains 	<ul style="list-style-type: none"> At least 5 partners in 3 partner countries have undertaken analytical work and action research At least 5 communities in IFAD project sites have been exposed to similar experiences and technologies for adaptation to climate change and for livelihoods improvement At least 2 pro-poor policies are analysed in each country and recommendations are shared with the relevant policymakers IFAD and ICIMOD refined their organizational pro-poor policies and guidelines from a mountain environment perspective A concept for a regional multistakeholder consortium for sharing of experiences in poverty reduction in the Himalayas agreed upon by the involved partners 	<ul style="list-style-type: none"> Workshop reports, partners progress report Strategic papers, policy briefs and planning documents of IFAD, ICIMOD and partner Strategy paper for the consortium drafted 	Conducive political and institutional environment at the national level.
Key Activities	<p>Component 1: Assessment of the impacts of climate and socio-economic change and identification of adaptation/coping mechanisms of the mountain poor:</p> <ul style="list-style-type: none"> Assessment of global change impacts Identification of vulnerable communities Identification and selection of coping strategies 	<p>Means required to implement these component activities:</p> <ul style="list-style-type: none"> No. of participatory assessments, studies and analysis 	<ul style="list-style-type: none"> Reports and publications Impact studies and evaluations 	<ul style="list-style-type: none"> Relevant partners identified, access to databases and information ensured
	<p>Component 2: Validation and pilot testing of innovative adaptation and coping mechanisms for mountain poor:</p> <ul style="list-style-type: none"> Participatory action research to identify innovative options Pilot demonstrations of innovative options Dissemination of success stories 	<ul style="list-style-type: none"> No. of action researches, pilot demonstrations, trainings and publications 	<ul style="list-style-type: none"> Partners reports, monitoring reports, evaluation studies, reports of field visits, and pilots 	<ul style="list-style-type: none"> Results of component 1 available; partners at the IFAD project and community levels prepared for cooperation
	<p>Component 3: Institutional strengthening to facilitate adaptation to climate change and to improve livelihoods of the mountain poor:</p> <ul style="list-style-type: none"> Capacity-building and training for partners Formulation/refinement of policies with governments Initiation of a multistakeholder mountain poverty consortium 	<ul style="list-style-type: none"> No. of partner institutions and mountain communities with strengthened capacity, policy analyses and workshops 	<ul style="list-style-type: none"> Workshop reports, partners progress report Strategic papers, policy briefs and planning documents of IFAD, ICIMOD and partners 	<ul style="list-style-type: none"> Access to policy documents, relevant partners at the government and national institutional levels prepared to cooperate

