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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-eighth Session  
Rome, 15-17 December 2009

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For: **Approval**

## **Note to Executive Board Directors**

This document is submitted for approval by the Executive Board.

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## Abbreviations and acronyms

AWP/B	annual workplan and budget
CGIAR	Consultative Group on International Agricultural Research
CSO	civil society organization
FAO	Food and Agriculture Organization of the United Nations
GEF	Global Environment Facility
ICBA	International Center for Biosaline Agriculture
IFDC	International Fertilizer Development Center
INBAR	International Network for Bamboo and Rattan
IUCN	International Union for Conservation of Nature
KM	knowledge management
PROCASUR	Regional Programme for Rural Development Training
UNDP	United Nations Development Programme
WANA	West Asia and North Africa
WISP	World Initiative for Sustainable Pastoralism

## **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 16.



## **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 nine proposed grants for agricultural research and training to non-Consultative Group on International Agricultural Research (CGIAR)-supported international centres in the amount of US\$12.16 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: four regional networks of farmers' organizations (Eastern Africa Farmers' Federation, Subregional Platform for Farmers' Organizations of Central Africa, Network of Farmers' Organizations and Agricultural Producers in West Africa and Southern African Confederation of Agricultural Unions); the International Fertilizer Development Center; International Union for Conservation of Nature; International Center for Biosaline Agriculture; International Network for Bamboo and Rattan; Regional Programme for Rural Development Training; Food and Agriculture Organization of the United Nations; and Food and Agriculture Organization of the United Nations, Subregional Office for the Pacific Islands.
2. The documents of the grants for approval by the Executive Board are contained in the annexes to this report:
  - (i) Eastern Africa Farmers' Federation (EAFF), Subregional Platform for Farmers' Organizations of Central Africa (PROPAC), Network of Farmers' Organizations and Agricultural Producers in West Africa (ROPPA) and Southern African Confederation of Agricultural Unions (SACAU): Support to Farmers' Organizations in Africa Programme
  - (ii) International Fertilizer Development Center (IFDC): Mainstreaming Pro-Poor Fertilizer Access and Innovative Practices in West Africa
  - (iii) International Union for Conservation of Nature (IUCN): Enabling Sustainable Land Management, Resilient Pastoral Livelihoods and Poverty Reduction in Africa
  - (iv) International Center for Biosaline Agriculture (ICBA): Adaptation to Climate Change in Marginal Environments in West Asia and North Africa through Sustainable Crop and Livestock Diversification
  - (v) International Network for Bamboo and Rattan (INBAR): Mainstreaming Pro-Poor Livelihoods and Addressing Environmental Degradation with Bamboo in Eastern and Southern Africa
  - (vi) Regional Programme for Rural Development Training (PROCASUR): Learning Routes Training Programme II
  - (vii) Food and Agriculture Organization of the United Nations (FAO): Programme for the Development of Knowledge-sharing Skills
  - (viii) Food and Agriculture Organization of the United Nations (FAO): Food Security and Sustainable Livelihoods Programme in Pacific Island Countries
  - (ix) Food and Agriculture Organization of the United Nations (FAO): Support for Formulating Voluntary Guidelines on Responsible Governance of Tenure of Land and Other Natural Resources Programme

3. The objectives and content of these applied research programmes are in line with the evolving strategic objectives of IFAD and the policy and criteria of IFAD's grant programme.
4. The overarching strategic objectives that drive the IFAD Policy for Grant Financing, which was approved by the Executive Board in December 2003, are:
  - (a) Promoting pro-poor research on innovative approaches and technological options to enhance field-level impact; and/or
  - (b) Building pro-poor capacities of partner institutions, including community-based organizations and NGOs.
5. Deriving from these objectives and those of the IFAD Strategic Framework 2007-2010, the specific aims of IFAD's grant support relate to: (a) the Fund's target groups and their household food-security strategies, with particular reference to groups in remote and marginalized agroecological areas; (b) technologies that build on traditional local/indigenous knowledge systems, are gender-responsive, and enhance and diversify the productive potential of resource-poor farming systems by improving on- and off-farm productivity and by addressing production bottlenecks; (c) access to productive assets (land and water, a broad range of rural financial services, labour and technology); (d) the sustainable and productive management of natural resources, including sustainable utilization and conservation of such resources; (e) a policy framework at both the local and the national level that provides the rural poor with a conducive incentive structure to improve their productivity and reduce their dependence on transfers; (f) access to transparent and competitive input/product markets and making these work for the poor primary producers involved in remunerative small and medium-sized enterprises and value chains; and (g) an institutional framework within which institutions – formal and informal, public- and private-sector, local and national alike – can provide services to the economically vulnerable, according to their comparative advantage. Within this framework, IFAD's grant financing supports commodity-based approaches for self-targeting among the rural poor. Finally, IFAD's grant programme fosters the establishment and strengthening of networks for pro-poor knowledge generation and exchange, which in turn enhances the Fund's own capacity to establish long-term strategic linkages with its development partners and to multiply the effect of its grant-financed research and capacity-building programmes.
6. The grants proposed in this document respond to one or both of the foregoing strategic objectives and to the aims of IFAD's grant support as specified.
7. The Support to Farmers' Organizations in Africa Programme responds to aims (b), (d) and (g). It will (i) empower farmers' organizations by building their capacities in management, accounting, financial control, governance, communication, strategic planning, social and gender inclusiveness, knowledge management and networking at national, regional and continental levels; and (ii) strengthen the role played by farmers' organizations in formulating and implementing policies and programmes related to agricultural development, including agricultural research and technology, infrastructure, marketing, food security, climate change, macroeconomy, and regional and international trade.
8. The IFDC programme for Mainstreaming Pro-Poor Fertilizer Access and Innovative Practices in West Africa responds to all of the specific aims of IFAD's grant support (a) to (g). It will provide an enhanced enabling environment for appropriate and sustainable use of fertilizer and organic resources.
9. The IUCN programme for Enabling Sustainable Land Management, Resilient Pastoral Livelihoods and Poverty Reduction in Africa addresses aims (a), (b), (d), (e) and (g). It will empower pastoralist women and men; provide support for improved pastoral livelihoods; enhance pastoralists' and pastoral institutions' capacities for sustainable natural resource management; generate knowledge through research



and thematic reviews; apply findings to planning and disseminate them to influence policies and practices; and enhance policy frameworks at local, national and international levels.

10. The ICBA project for Adaptation to Climate Change in Marginal Environments in West Asia and North Africa through Sustainable Crop and Livestock Diversification addresses aims (a), (c) and (d). It will develop and disseminate packages of forage production and technologies to be used under marginal conditions for enhanced productivity of the forage-livestock systems in the West Asia and North Africa region; develop participatory seed production and seed delivery systems of 3-5 genotypes of salt-tolerant forages and some specialty crops adapted to diverse environmental conditions for farmers' large-scale adoption; and introduce, evaluate and scale up environmentally and economically feasible forage-livestock production systems.
11. The INBAR programme for Mainstreaming Pro-Poor Livelihoods and Addressing Environmental Degradation with Bamboo in Eastern and Southern Africa responds to aims (c) and (f). It will focus on empowering rural men and women to manage natural resources efficiently and sustainably, and provide opportunities for rural off-farm employment and enterprise development.
12. The PROCASUR Learning Routes Training Programme II responds to aims (a), (b), (e) and (g). It will foster the establishment and strengthening of networks for pro-poor knowledge generation and exchange, which in turn will enhance 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. More generally, the programme will build pro-poor capacities of partner institutions, including community-based organizations and NGOs.
13. The FAO Programme for the Development of Knowledge-sharing Skills is part of the implementation of the IFAD Strategy for Knowledge Management. It will build capacity to foster the establishment and strengthening of networks for pro-poor knowledge generation and exchange, thus contributing to the achievement of all of the specific aims of IFAD's grant support (a) to (g).
14. The FAO Food Security and Sustainable Livelihoods Programme in Pacific Island Countries responds to aims (a), (b), (c) and (d). It will improve the availability of and access to nutritious food for poor and vulnerable households; provide vulnerable communities with better access to sustainable agricultural services, inputs and markets; and strengthen capacities, policies and strategic actions to address food security challenges.
15. The FAO Support for Formulating Voluntary Guidelines on Responsible Governance of Tenure of Land and Other Natural Resources Programme responds to aims (a), (c), (d), (e) and (f). It will enable poor rural people to have better and sustainable access to natural resources (land and water) and will support local and national policy and programming processes. It will also contribute indirectly to other specific aims, namely improved access to financial services, markets and off-farm opportunities. The programme is also consistent with the IFAD Policy on Improving Access to Land and Tenure Security. By strengthening IFAD's capacity to mainstream land tenure security in its operations, it will enhance field-level impact and strengthen participation of civil society organizations and partnerships with other stakeholders.

## Part II – Recommendation

16. 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 Support to Farmers' Organizations in Africa Programme, shall make a grant not exceeding three hundred and sixty-two thousand United States dollars (US\$362,000) to the Eastern Africa Farmers' Federation (EAFF), a grant not exceeding three hundred and sixty-two thousand United States dollars (US\$362,000) to the Subregional Platform for Farmers' Organizations of Central Africa (PROPAC), a grant not exceeding four hundred and fourteen thousand United States dollars (US\$414,000) to the Network of Farmers' Organizations and Agricultural Producers in West Africa (ROPPA), and a grant not exceeding three hundred and sixty-two thousand United States dollars (US\$362,000) to the Southern African Confederation of Agricultural Unions (SACAU), for a total of one million five hundred thousand United States dollars (US\$1,500,000) 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 programme for Mainstreaming Pro-Poor Fertilizer Access and Innovative Practices in West Africa, shall make a grant not exceeding one million five hundred thousand United States dollars (US\$1,500,000) to the International Fertilizer Development Center (IFDC) 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 programme for Enabling Sustainable Land Management, Resilient Pastoral Livelihoods and Poverty Reduction in Africa, shall make a grant not exceeding nine hundred and fifty thousand United States dollars (US\$950,000) to the International Union for Conservation of Nature (IUCN) for a four-year programme upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board herein.

FURTHER RESOLVED: that the Fund, in order to finance, in part, the programme for Adaptation to Climate Change in Marginal Environments in West Asia and North Africa through Sustainable Crop and Livestock Diversification, shall make a grant not exceeding one million four hundred thousand United States dollars (US\$1,400,000) to the International Center for Biosaline Agriculture (ICBA) for a four-year programme upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board herein.

FURTHER RESOLVED: that the Fund, in order to finance, in part, the programme for Mainstreaming Pro-Poor Livelihoods and Addressing Environmental Degradation with Bamboo in Eastern and Southern Africa shall make a grant not exceeding one million five hundred thousand United States dollars (US\$1,500,000) to the International Network for Bamboo and Rattan (INBAR) 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 Learning Routes Training Programme II, shall make a grant not exceeding one million five hundred thousand United States dollars (US\$1,500,000) to the Regional Programme for Rural Development Training (PROCASUR) 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 Programme for the Development of Knowledge-sharing Skills, shall make a grant not exceeding nine hundred and fifty thousand United States dollars (US\$950,000) to the Food and Agriculture Organization of the United Nations (FAO) for an 18-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 Food Security and Sustainable Livelihoods Programme in Pacific Island Countries, shall make a grant not exceeding one million five hundred thousand United States dollars (US\$1,500,000) to the Food and Agriculture Organization of the United Nations (FAO) for a two-year programme upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board herein.

FURTHER RESOLVED: that the Fund, in order to finance, in part, Support for Formulating Voluntary Guidelines on Responsible Governance of Tenure of Land and Other Natural Resources Programme, shall make a grant not exceeding one million three hundred and sixty four thousand United States dollars (US\$1,364,000) to the Food and Agriculture Organization of the United Nations (FAO) for a two and a half 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

# **Eastern Africa Farmer's Federation (EAFF), Subregional Platform for Farmers' Organizations of Central Africa (PROPAC), Network of Farmers' Organizations and Agricultural Producers in West Africa (ROPPA) and Southern African Confederation of Agricultural Unions (SACAU): Support to Farmers' Organizations in Africa Programme**

## **I. Background**

1. The Support to Farmers' Organizations in Africa Programme is a joint European Commission-IFAD capacity-building programme aimed at strengthening the institutional capacities of farmers' organizations in sub-Saharan Africa, and at developing their abilities to represent the interests of smallholder farmers and to influence relevant policy processes at national, regional and continental levels. The programme will support four regional networks of farmers' organizations and their member farmers' organizations at national level. It will also support the set-up and initial operation of a pan-African farmers' platform. The four regional networks are the Eastern Africa Farmers' Federation (EAFF), Subregional Platform for Farmers' Organizations of Central Africa (PROPAC), Network of Farmers' Organizations and Agricultural Producers in West Africa (ROPPA) and Southern African Confederation of Agricultural Unions (SACAU).
2. The programme is already financed by the European Commission for a total of EUR 5 million, or US\$6.6 million, over three years (2009-2011). IFAD is engaged as an intermediary executing agency for the management of European Commission funds under the conditions defined in a letter of agreement signed between IFAD and the European Commission on January 2009. Programme activities started in April 2009 with an inception phase, which comprised a broad participatory planning process among participating national and regional farmers' organizations to define detailed programme activities. A total of 40 workshops (34 at national, 4 at regional and 2 at continental levels) were organized by the four regional networks – with the support of regional consultants – to identify programme activities consistent with the needs and strategic priorities of farmers' organizations. The final programme document was then completed and validated by a broad stakeholder consultation in Johannesburg, South Africa, on 17-19 June 2009. The consultation was attended by 22 participants representing farmers' organizations, the New Partnership for Africa's Development (NEPAD), Alliance for a Green Revolution in Africa (AGRA), Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN), Forum for Agricultural Research in Africa (FARA), Technical Centre for Agricultural and Rural Cooperation ACP-European Union<sup>1</sup> (CTA) and international NGOs such as Oxfam International, as well as by the European Commission, the Food and Agriculture Organization of the United Nations (FAO) and IFAD.
3. The four grants will provide cofinancing to the programme over the 2010–2012 period. IFAD's contribution of US\$1.5 million will represent about 19 per cent of the total financing of US\$8.1 million. Although supported by one design document, IFAD's contribution will actually benefit four regional farmers' organizations, with which four distinct grant agreements will be concluded. It will also support the future pan-African farmers' platform.

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<sup>1</sup> African, Caribbean and Pacific Group of States-European Union

## II. Rationale and relevance to IFAD

4. Agricultural development and improvements in the livelihoods of small farmers are increasingly affected by policy decisions made in forums to which farmers' organizations have so far had limited access. Regional and national farmers' organizations in Africa are determined to gain a voice in policymaking forums and to influence policy processes and the related investment programmes to the benefit of their members, who are mainly smallholder farmers. Despite some recent progress, farmers' organizations are still ill-equipped to face the numerous challenges implicit in these objectives. They therefore need support to build their capacities to analyse policy issues, develop commonly agreed policy positions, advocate their adoption and follow up on their implementation. They also need assistance in improving governance and internal democracy, and in strengthening management, two issues that are critical if farmers' organizations are to gain credibility, mobilize new partnerships and raise additional funding to meet their objectives.
5. Whereas European Commission financing covers a range of activities to build the institutional capacities of farmers' organizations and empower them to participate in policy dialogue, IFAD's contribution will focus on strengthening the accountability of regional and national farmers' organizations to their members. This will be achieved mainly through training in governance and leadership, the appointment of national focal points to deal with regional issues, the development of communication facilities and tools, and support to regional and in-country consultations of farmers' organizations.
6. In entering into a cofinancing agreement with the European Commission, IFAD will gain additional value for its funding, which will contribute to a comprehensive assistance package to build the capacities of farmers' organizations to influence policymaking. Programme activities not financed by IFAD will ultimately contribute to strengthening linkages between and among national and regional farmers' organizations, which will help strengthen accountability as well. The grants will focus, in particular, on national farmers' organizations, which will receive 70 per cent of the total IFAD contribution, whereas, at present, only 50 per cent of the European Commission contribution is expected to be allocated to the national level.
7. By strengthening the capacities of farmers' organizations to participate in policymaking processes and to become more responsive to the concerns of their members – both women and men farmers – the programme, and more specifically the proposed grants, will help national farmers' organizations increase their participation in project design, implementation and monitoring processes within their countries.
8. The proposal is in line with the IFAD objective of empowering poor rural people and their organizations to participate in local and national policy and programming processes. It is in harmony with the IFAD Policy for Grant Financing in that it will build pro-poor capacities of partner institutions, including community-based organizations and NGOs. It is also consistent with IFAD's commitment to ensure that women have active and responsible roles within these organizations. The four grants will be a concrete response to the request made by farmers at the 2006 and 2008 global meetings of the Farmer's Forum that IFAD provide direct financial support to farmers' organizations, in particular through national and regional apex organizations.<sup>2</sup>

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<sup>2</sup> See Synthesis of deliberations of the second global meeting of the Farmers' Forum, <http://www.ifad.org/farmer/2008/synthesis.htm>.

### III. The proposed programme

9. The overall goal of the programme is to improve the livelihoods of rural poor producers in Africa, both women and men. The programme's objectives are (a) to empower farmers' organizations by strengthening their institutional capacities at national, regional and continental levels; and (b) to strengthen the role played by farmers' organizations in formulating and implementing policies and programmes related to agriculture by institutionalizing their participation in decision-making processes.
10. The target group is the membership of four African regional farmers' organizations, EAFF, PROPAC, ROPPA and SACAU, and of 36 participating national farmers' organizations. Together they represent around 60 million small farmers, of whom some 20 million are women. Women's participation in and benefit from all programme activities will be safeguarded through a gender mainstreaming strategy, which will include quotas for women and a gender-sensitive monitoring and evaluation system.
11. The programme will be of a four years' duration<sup>3</sup> and will comprise three main components:
  - (a) **Farmers' organizations' institutional development.** This will include: (i) support to profiling of farmers' organizations, strategic planning and communication; (ii) support to the core functions of farmers' organizations; (iii) training and technical backstopping; (iv) communication among members and partners of farmers' organizations; and (v) support for the set-up and initial operation of a pan-African farmers' platform.
  - (b) **Support to farmers' organizations' involvement in policy processes.** This will comprise (i) studies and analyses; (ii) socially and gender inclusive policy consultations among farmers' organizations; (iii) lobbying and advocacy with decision makers; and (iv) monitoring of implementation of relevant policies and programmes.
  - (c) **Programme management.**

### IV. Expected outputs and benefits

12. These are the following:
  - (a) Participating regional and national farmers' organizations have strategic plans to support their development and they implement them so that they can deliver effective support services to members, both women and men;
  - (b) Regional and national secretariats of farmers' organizations are adequately staffed in specific priority areas and have sufficient equipment and resources to carry out their mandates and implement strategic plans;
  - (c) The capacities of elected representatives and secretariat staff of regional and national farmers' organizations and their members are strengthened in specific priority areas in accordance with their strategic plans;
  - (d) Regional and national farmers' organizations and their members, both women and men, communicate among themselves and with partners on their plans, activities and experience;
  - (e) the Pan-African Farmers' Platform is created and operational, and it promotes policy positions based on regular dialogue among its members;

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<sup>3</sup> From 2009 to 2011 for the European Commission contribution, and from 2010 to 2012 for the IFAD contribution.

- (f) Farmers' organizations at the pan-African, regional and national levels understand agricultural policy issues in a number of priority areas affecting women and men farmers, based on relevant studies and analyses;
  - (g) Farmers' organizations at the pan-African, regional and national levels discuss the results of policy studies and analyses, and have socially and gender inclusive policy positions on priority agricultural development issues;
  - (h) The policy positions of farmers' organizations at the pan-African, regional and national levels are known and considered in relevant national and international forums; and
  - (i) The performance of relevant pan-African, regional and national policies and programmes is monitored by farmers' organizations at the pan-African, regional and national levels.
13. **Sustainability.** The programme's activities will strengthen the capacities of benefiting farmers' organizations, making them more effective and credible, and therefore more relevant to farmers. This in turn will lead to increased membership and higher internally generated income. As farmers' organizations mature, they will be better able to deliver economic services to their members and raise incomes from alternative sources, which will increase the likelihood of their being sustainable in the long term.

## V. Implementation arrangements

14. Activities at the regional level will be implemented under the overall responsibility of the four regional farmers' organizations, in accordance with annual workplans and budgets (AWP/Bs) approved by the programme steering committee and with the specifications of the grant agreements signed between each organization and IFAD. National-level activities will be carried out by national farmers' organizations, based on a subcontract signed between the regional farmers' organization and national-level organization concerned. ROPPA will manage the funds for supporting the future pan-African farmers' platform.
15. IFAD is responsible for overall programme supervision. It will undertake regular missions to supervise programme implementation at regional and national levels, and monitor progress by reviewing technical and financial reports of the four regional farmers' organizations.
16. The programme steering committee will guide overall programme implementation. Chaired by the regional farmers' organizations on a rotating basis, the committee will: (i) provide strategic guidance to support the implementation of the programme and (ii) agree on measures to improve programme implementation.

## VI. Indicative programme costs and financing

17. The overall estimated cost of the programme will be approximately US\$8.1 million. IFAD's proposed contribution is US\$1.5 million. The European Commission will provide cofinancing of US\$6.6 million.
18. IFAD grant funding will be used to finance the activities of the first programme component, farmers' organizations' institutional development (90 per cent of IFAD grant support), and for programme management by the four regional farmers' organizations (10 per cent).
19. Within the overall budget, a portion of European Commission cofinancing has already been used to finance the programme's inception phase. The Commission will contribute US\$3.3 million (or 41 per cent of total budget resources) to farmers' organizations' institutional development and US\$1.8 million (22 per cent of total budget resources) to activities promoting the involvement of farmers' organizations in policy processes.

**Summary of budget and financing plan**

(in thousands of United States dollars)




<i>Type of expenditure</i>	<i>IFAD</i>	<i>European Commission cofinancing</i>
Inception phase	-	939
Consultancy services	86	1 621
Salaries and staff costs	307	1 005
Travel costs	587	1 448
Equipment	139	142
Operational costs	157	741
Publications	74	170
Programme management	150	513*
<b>Total</b>	<b>1 500</b>	<b>6 579</b>

\* Programme management costs relative to European Commission cofinancing are incurred by IFAD and related to management fees deducted by IFAD from the European Commission contribution to the programme. The figure also includes indirect costs incurred by IFAD.

20. The figure below shows the indicative workplan for the programme.

**Indicative workplan**

Components and activities	2009		2010				2011				2012	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
<b>Component (a)</b> FO profiling, strategic planning and communication												
FO core functions												
Training and technical backstopping												
Communication among FO members and partners												
Pan-African Farmers' Platform												
- set-up												
- operation												
<b>Component (b)</b> Policy studies and analysis												
FOs policy consultations												
Advocacy and lobbying												
Monitoring and evaluation												

 Full implementation
  Average implementation
  Moderate implementation

Note: Q = quarter; FO = farmers' organization.



# Results-based logical framework

	Objectives-hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
<b>Goal</b>	Improvement of the livelihoods of African rural poor producers through policies and institutions favouring small-scale farming	- % of small scale rural producers (M/F) with improved livelihoods and reduced poverty levels	- National poverty statistics (M/F) - Statistics on development programs by governments and donors	
<b>Objectives</b>	(i) To strengthen FOs institutional capacities at the national, regional and continental levels and (ii) Strengthen the role played by FOs in articulation and implementation of policies and programmes related to agriculture development	- FOs increased membership (M/F); target 50% women - Membership satisfaction (M/F) - Increased resources mobilised by FOs - # of FOs' policy positions taken into consideration in national, regional and international policy making forums - Pan-African Platform is successfully implementing its strategic plan	- Membership records - FO Client surveys - Audit reports - Programme reports - Policy papers - Official declarations and press reports	Favourable political and economic conditions in countries covered
<b>Outputs</b>	Regional farmers' organizations (RFOs) and participating national farmers' organizations (NFOs) have (1.1) adequate strategic and management tools (1.2) adequate staff and equipment, (1.3) adequate staff and leadership capacities, and (1.4) adequate communication among members and partners to implement their mandate and strategic plans more efficiently. (1.5) The Pan-African Platform is created and operational.  FOs at the Pan-African, regional and national levels (2.1) understand priority agricultural policy issues, (2.2) adopt policy positions supporting smallholder farmers and (2.3) communicate their policy positions effectively in relevant national and international forums. (2.4) FOs monitor the performance of relevant Pan-African, regional and national policies and programmes.	- FOs multi-year strategic plans are implemented - # of strategic plans addressing gender equity (target 100%) - Employed staff is skilled on priority areas - Timeliness in providing accurate technical and financial reports of SFOAP - Timeliness of FOs' statutory meetings - % of women delegates in FOs statutory meetings (target 50%) - Pan-African Platform is legally established and has an approved strategic plan  - # of policy issues in specific priority areas are analysed - # of policy analyses addressing gender (target 100%) - # of policy positions adopted by FOs through socially and gender inclusive processes - # of FO policy positions addressing gender equity (target 100%) - # of FO policy positions presented in national and international policy making forums - # of programmes and policies monitored by FOs	- FOs annual reports - Staff CVs - Annual Statements of Expenditure - Programme reports - Minutes and participant lists of General Assemblies and statutory meetings - Action and strategic plans - Supervision missions  - Policy study documents  - FOs policy papers  - Proceedings from national and international policy events - Monitoring reports	- Donors accept to provide resources over medium to long term - Donors accept to align procedures and requirements on FO procedures/capacities, thereby alleviating their administrative burden and allowing them to have more time available for substantial activities - FOs determined to incorporate service orientation and accountability in organisational culture - Decision-makers are open to dialogue with FOs - FOs have a unified voice
<b>Key Activities</b>	1.1 Support to FOs profiling, strategic planning and communication 1.2 Support to FOs core functions 1.3 Training and technical backstopping 1.4 Communication among FOs and partners  1.5 Support to creation of Pan-African Farmers Platform  2.1 Studies and analyses 2.2 Formulation of policy statements and position documents by FOs 2.3 Lobbying and advocacy with decision-makers 2.4 Monitoring the implementation of relevant national, regional and international policies and programmes	-# of FOs management and strategic tools developed / revised - # of staff hired and equipment purchased - # of staff and elected representatives trained (M/F); target 50% women - # of communication events and publications - # of constitutional and strategic tools of Pan-African Platform developed - General Assembly of the Pan-African Platform occurred - # of studies and analyses finalized - # of communiqués & FOs' policy positions - # of publications and communication campaigns targeting decision-makers - # of monitoring reports produced, discussed and circulated	- Programme progress reports - Member data base reports - NFOs, RFOs and Pan-African Platform's constitutional texts - Publication of vacancy announcements - Staff and consultant contracts - Equipment invoices - Training attendance lists - Training manuals, guidelines and other training material - FOs' communication materials, newsletters, web pages - Policy study documents - FOs policy papers - FO communiqués, publications and media reviews - Monitoring reports	FOs at all levels are functioning as membership-based and representative organisations and their members are aware of the programme

# **International Fertilizer Development Center (IFDC): Mainstreaming Pro-Poor Fertilizer Access and Innovative Practices in West Africa**

## **I. Background**

1. In sub-Saharan Africa, smallholder farmers have experienced declining yields, increasing production costs and lack of food security. Major factors contributing to such uncertainty and the decline in productivity are soil degradation, dry spells, erratic availability of inputs, inefficient use of soil and water resources, and the high cost of soil fertility improvement. Indeed, the loss of soil fertility is prevalent throughout sub-Saharan Africa and is cited by many IFAD appraisal reports as the main constraint facing agriculture in the region. During the past decade, the decline in fertilizer use has been even more striking as a result of high fertilizer prices on the world market, limited access to credit and volatile prices for agricultural products. This further aggravates the extreme poverty of the farming population, which widely lack the skills, resources and tools to adopt conservation agriculture efficiently. It has been recognized that there is no way out of the poverty cycle for farmers unless strong emphasis is placed on reversing nutrient depletion, mitigating the effect of drought spells and erosion, and increasing nutrient and water use efficiency and the adaptation of improved crop varieties.

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

2. Due to lack of volcanic rejuvenation in most of the continent, Africa is the world's most ancient land mass. About 90 per cent of its soils lost most of their nutrients during millions of years of erosion and leaching. Only 10 per cent of the soils are relatively young and still have nutrient-rich sediments. Nutrient-impoverished soils produce limited plant biomass; consequently, soil organic matter content is low. In addition, compounded factors, such as poor access to financing, innovation and markets, have caused soil mining. The most significant biophysical constraint to increased production of both crops and livestock in sub-Saharan Africa is the poor mineral and organic content of the soils. This constraint leads to inadequate availability of metabolizable energy, protein and phosphorus for livestock production and not enough nitrogen, phosphorus and organic matter for crop production. These constraints are expected to remain primary concerns during the coming decades with increasingly negative consequences, unless technological, economic and socio-political measures are taken to curtail further soil degradation and to accelerate agricultural growth.
3. This programme builds on a previous IFAD grant to the International Fertilizer Development Center (IFDC), implemented during 2005-2008, which showed that: (i) yields of the main crops produced by smallholders can be substantially increased by the use of a modest amount of key nutrients supplied by inorganic fertilizer in combination with limited amounts of organic fertilizer; (ii) response to fertilizer varies considerably from one area to another, and thus site-specific recommendations are needed if maximum use efficiency is to be achieved; and (iii) on-farm trials have proven to be effective tools for showing farmers that new technologies can help increase their output and incomes in ways that they understand and can replicate, making on-farm trials also effective tools for scaling up these technologies.

## **III. The proposed programme**

4. The goal of the programme is to improve the livelihoods of poor farmers in West Africa through an enhanced enabling environment for appropriate and sustainable use of fertilizer and organic resources. The programme's objectives are to validate,

fine-tune and scale up innovative approaches for developing site-specific integrated soil fertility management options and appropriate fertilizer recommendations, and to develop and implement pro-poor institutional arrangements, capacity-building of actors, and public- and private-led initiatives for improved access to fertilizer. It will contribute to IFAD's objective of ensuring that poor rural people have better access to, and the skills and organization they need to take advantage of: (i) natural resources; (ii) improved agricultural technologies and effective production services; (iii) a broad range of financial services; (iv) transparent and competitive output/input markets; (v) opportunities for rural off-farm employment and enterprise development; and (vi) local and national policy and programming processes. It will also contribute to enhanced smallholder productivity, higher farmer incomes, strengthened farmers' organizations and, in line with the IFAD Strategy for Knowledge Management, the dissemination of knowledge on efficient fertilizer use and land husbandry in the region.

5. The target group consists of farming communities, with particular emphasis given to resource-poor smallholder farmers (both women and men), farmer-based organizations and community-based associations. There will be additional benefits for agricultural service providers, such as research and extension service providers (national agricultural research and extension systems – [NARES]), input dealers and their associations, rural credit institutions and NGOs. The project stakeholders will benefit from the use of decision-support systems to identify site-specific and cost-effective fertilizer types and develop site-specific fertilizer management and land husbandry technologies.
6. The programme will be of a three-year duration and will comprise three thrusts:
  - (a) Improve access to fertilizer and organic resources for soil management;
  - (b) Validate and scale out approaches for site-specific fertilizer recommendations and integrated soil fertility management (ISFM) options; and
  - (c) Strengthen producer organizations and agricultural service providers.
7. The programme is expected to generate outcomes including site-specific adapted fertilizer management options, mechanisms for enabling access to fertilizers by resource-poor farmers, established and strengthened networks of actors, improved fertilizer access, increased adoption of soil management options, improved land and labour productivity, enhanced ecosystem service delivery, institutional and behavioural changes, and policy change proposals.

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

8. These will include:
  - (a) Innovative practices and mechanisms to improve smallholder farmers' access to fertilizers, and cost-effective organic resources and site-specific ISFM options are developed, adapted and scaled out and up in investment projects in targeted zones and beyond;
  - (b) The innovative capacities of smallholder farmers and producer organizations, input dealer networks and agricultural service providers are strengthened with respect to more efficient fertilizer use and land husbandry through the adoption of participative and systems approaches, linkages and networking, the dissemination of good practices and increased knowledge management; and
  - (c) Increased policy dialogue through IFDC, investment projects, NARES and partners leads to proposed improvements in the enabling environment for appropriate and sustainable pro-poor use of fertilizer and organic resources.

## V. Implementation arrangements

9. With headquarters in the United States, IFDC is a public international non-profit centre founded in 1974 to assist in the quest for global food security by increasing agricultural productivity through the development and transfer of effective, environmentally sound plant nutrient technology and agricultural marketing expertise. IFDC is present in 17 countries in Africa and employs multidisciplinary teams working with communities to empower them to access fertilizer. It is a member of an international group of facilitators of the Soil Fertility Initiative and has contributed to several soil fertility action plans in West Africa. IFDC is the convenor of the Agricultural Intensification in Sub-Saharan Africa ([www.aissa.org](http://www.aissa.org)) network, hosts [www.AfricaFertilizer.org](http://www.AfricaFertilizer.org) (under construction) and the Agricultural Market Information Network ([www.afamin.net](http://www.afamin.net)). IFDC's Marketing Inputs Regionally (MIR) Plus project (2009-2014) works at the regional level to improve regional input markets through technical innovation, policy harmonization, improved legislation, and market information. IFDC is also implementing two projects funded by the Alliance for a Green Revolution in Africa (AGRA), focusing on agro-dealer development in West Africa. Although the focus countries are not the same, these two projects have relevance to the present programme in terms of innovation sharing, including on capacity-building, technology transfer and organizational development.
10. IFAD-funded project staff will play a key role in the development of stakeholder platforms to ensure successful scaling-up and -out of programme results. The programme will actively collaborate with relevant grants, such as the Smallholder Conservation Agriculture Promotion grant managed by the African Conservation Tillage Network, the Participatory Technology Development, Diffusion and Adoption of Cowpea for Poverty Reduction in West Africa grant by the International Institute of Tropical Agriculture and the grant implemented by the International Crops Research Institute for the Semi-Arid Tropics on plant material to enhance knowledge management. Furthermore, it will use existing networks for information-sharing and policy dialogue.
11. IFAD will supervise the programme. Guidance will be provided by a programme steering committee composed of a representative of IFAD, the Director of IFDC's North and West Africa Division, AGRA's Director for West Africa (to ensure synergy and complementarities with AGRA-funded projects), the coordinators of some IFAD-funded projects (where fieldwork is conducted), and the programme coordinator (as an observer). The steering committee will meet annually. Three full-time staff will implement the programme.
12. All activities will be conducted at pilot sites within IFAD-funded projects in West Africa to obtain synergies with this grant. The main partners will be IFAD-funded projects and their research and extension service providers (research institutes, NGOs, national extension offices). The following is a list of already committed projects; other IFAD-funded projects may join or may benefit from training activities:
  - Benin: Rural Development Support Programme;
  - Burkina Faso: Sustainable Rural Development Programme, and Community Investment Programme for Agricultural Fertility;
  - Niger: Project for the Promotion of Local Initiative for Development in Aguié;
  - Senegal: Agricultural Services and Producer Organizations Project – Phase II; and
  - Togo: Discussions to ensure linkages with a new IFAD-funded project, under formulation.

## VI. Indicative programme costs and financing

13. The overall estimated cost of the programme is US\$2.9 million. IFAD's proposed contribution is US\$1.5 million. IFDC and IFAD-financed investment projects will co-fund activities. IFDC's MIR Plus project will co-fund some of the activities related to policy dialogue and the development of fertilizer recommendations, in particular.

### Summary of budget and financing plan

(in thousands of United States dollars)

<i>Type of expenditure</i>	<i>IFAD</i>	<i>Cofinancing</i>
Personnel	429	
Travel costs	171	
Research equipment	250	
Research costs	195	
Training and workshops	260	
Administrative cost at 15 per cent	195	
		1 421
<b>Total</b>	<b>1 500</b>	<b>2 921</b>

## Results-based logical framework

	Objectives-hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
<b>Goal</b>	An enhanced enabling environment for appropriate and sustainable use of fertilizer and organic resources leads to improved livelihoods for poor farmers in West Africa	The proportion of households meeting daily food requirements is increased by 15% in the pilot zones Rural poverty indices are reduced by 15% in the pilot zones At least 25% of the farmers in the pilot zones understand the usefulness of best combinations of nutrients from mineral and organic sources and apply them	Reports and publications from various institutes and national statistics	Political will to promote an enhanced enabling environment for appropriate and sustainable use of fertilizer and organic resources
<b>Objectives</b>	-To validate, fine-tune and scale-up innovative approaches for developing site-specific integrated soil fertility management options and appropriate fertilizer recommendations -To develop and implement pro-poor institutional arrangements, capacity development of actors and public- and private-led initiatives for improved access to fertilizer	Fertilizer and organic resource use for agricultural production increased by 20% Farmers' income increased by 15% Increased market access and increased economic and environmental sustainability of production systems	<ul style="list-style-type: none"> <li>Government and IFAD reports/ statistics</li> <li>Grants reports</li> <li>Grant evaluation reports</li> </ul>	NARES consider work on soil fertility important and a priority, including at policy-level, and for regular and continued funding
<b>Outputs</b>	-Innovative practices and mechanisms to improve smallholder farmer access to fertilizers and cost-effective organic resources and site-specific ISFM options are developed, adapted and scaled out -The innovative capacities of farmers and producer organizations, input dealer networks and service providers are strengthened with respect to more efficient use of fertilizer and land husbandry through the adoption of participative, systems approaches -Increased policy dialogue through IFDC, investment projects, NARES and partners leads to improvements in the enabling environment for appropriate and sustainable pro-poor use of fertilizer and organic resources	Number of farmers that have improved access to inputs and output markets in pilot sites Number of soil management options evaluated and adapted to specific farming systems Number of decision support tools developed/ improved	<ul style="list-style-type: none"> <li>External monitoring and evaluation reports</li> <li>IFAD and IFDC reports</li> <li>Impact assessment report</li> </ul>	<ul style="list-style-type: none"> <li>IFAD investments project staff and their service providers are motivated and operate effectively at appropriate levels</li> <li>Private sector is not constrained by national policy</li> </ul>
<b>Key Activities</b>	<ol style="list-style-type: none"> <li>Conduct experiential learning</li> <li>Fine-tune the framework of Grant 820</li> <li>Test strategies for scaling out innovations</li> <li>Develop networks for policy dialogue, KM</li> <li>Train farmers, service providers</li> <li>Facilitate action research, social learning</li> <li>Identify, promote good traditional practices</li> <li>Organize farmer field days, exchange visits</li> <li>Track and learn from institutional change</li> </ol>		<ul style="list-style-type: none"> <li>Annual grant reports</li> <li>Minutes of Steering committee meetings</li> <li>IFAD project progress reports</li> </ul>	<ul style="list-style-type: none"> <li>Farmers are organized</li> <li>IFAD projects have soil fertility improvement in their plans</li> <li>Funds are available</li> </ul>

# **International Union for Conservation of Nature (IUCN): Enabling Sustainable Land Management, Resilient Pastoral Livelihoods and Poverty Reduction in Africa**

## **I. Background**

1. The major form of livelihood in Africa's drylands is pastoralism. Africa's pastoral regions (with an estimated population of 100 million people) lag behind the rest of the continent in development terms and contain localized pockets of poverty. In the past, governments and the international community, because of a lack of understanding of pastoralism, its organization and production systems, have introduced inappropriate policies and supported "top-down" investments, which further deepened the marginalization of pastoralist populations, increased their poverty and delayed development.
2. African drylands are under-researched, and existing information is disparate and poorly managed. This explains why knowledge of good pastoral practices takes longer to be shared by development practitioners and to reach decision makers. Drylands management requires a high degree of flexibility, stakeholder cooperation and adaptive management: features of pastoralism that are undermined by poorly informed development.
3. Although successful pastoral development is not widespread, there are a growing number of success stories that make it possible to inform planners and policymakers of what really works.

### **The World Initiative for Sustainable Pastoralism**

4. The World Initiative for Sustainable Pastoralism (WISP) is a global knowledge and advocacy network promoting understanding of sustainable pastoral development for poverty reduction and sustainable environmental management. Implemented by the International Union for Conservation of Nature (IUCN), WISP builds the capacity of pastoral institutions to engage in advocacy based on state-of-the-art global learning on sustainable pastoralism, enables pastoralist institutions around the world to network and share experiences and opportunities, and ensures that the voice of pastoralists remains central to policy discourse and learning.
5. Implementation of WISP began in 2005, with funds from the United Nations Development Programme-Global Environment Facility (UNDP-GEF) (US\$950,000), and was boosted by a grant of US\$200,000 from IFAD in 2006, and a cost extension from the GEF in 2008-2010 (US\$300,000). From inception, IUCN-WISP has published a number of reports on the economics of pastoralism, on policy impacts on pastoral environments, and on pastoral land rights, governance and organization. These studies were based on national case studies complemented with expert analysis. Along with expert reviews and good practice studies, these publications represent a significant contribution to the understanding and the promotion of sustainable pastoral development and receive wide recognition by the international donor community.
6. Furthermore, WISP is constantly involved in training in policy dialogue and advocacy (more than 20 partners), and in supporting policy dialogue (involving 30 partners globally, regionally and nationally). WISP currently supports a number of global and regional networks of pastoralist representatives.

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

7. The programme will target pastoral communities in nine countries where IFAD is supporting pastoral development projects aimed at reducing pastoralist vulnerability. While underinvestment continues, pastoralists will remain vulnerable

- to the climatic shocks that characterize their environment and will periodically become a burden on their national economies.
8. Pastoralism plays an important role in protecting ecosystem functions in many African countries. When pastoralism breaks down, important services, such as water supply, are compromised, with implications for downstream users, including urban populations and industry. Often, economic development in rangeland areas has been detrimental to poverty reduction, environmental sustainability and national economic growth.
  9. Recent shifts in the understanding of dryland environments have not yet filtered through to decision makers in developing countries, with the result that inadequate policies and plans often continue to be pursued. Alternatively, pastoralism is sidelined in favour of better-understood sectors. Changing land-use systems, conflict over natural resources, restricted mobility within national boundaries and competition with new forms of investments (such as wildlife conservation and commercial ranching) pose serious challenges to pastoralists.
  10. WISP will contribute to enhancing the design of the IFAD-supported programme by identifying appropriate policies and effective investments that support sustainable rangelands development, while avoiding country strategies that impact negatively on pastoral regions. WISP resources and networks can help boost pastoral development projects in proposed selected countries where IFAD-funded projects are operational, and can also mitigate adverse outcomes in other rangeland countries that currently lack specific pastoral development projects.
  11. WISP capitalizes on international successes to provide lessons, guide policy and planning, and encourage further adoption of good practice. It works closely with pastoralist representatives and with agencies that support them, building their capacity for advocacy, enabling them to network with other institutions, improving understanding of global pastoral issues and enabling pastoralists to bring their voices into policy dialogue.
  12. The programme will contribute to the delivery of ongoing WISP projects globally (particularly in Africa) and to IFAD-funded projects in the nine selected countries (see paragraph 15 below).

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

13. The overall goal of the programme is to enable sustainable land management and resilient livelihoods to be developed in rangeland environments. The programme's objectives are to develop stronger and more widespread understanding of rangeland environments and pastoral livelihoods and to improve use of that knowledge to inform policy and practice.
14. The programme is guided by the principles of supporting "pastoralist voices", enhancing the environment for policy dialogue, empowering the pastoralist lobby/advocacy, promoting inter-pastoralist networking, building pastoralist adaptive capacities to climate change, promoting better land management and land-use systems, and enhancing pastoralists' engagement with the market.
15. The target group is pastoralists benefiting from IFAD-designed development programmes in nine countries: Algeria, Chad, Eritrea, Ethiopia, Kenya, Mali, Somalia, the Sudan and the United Republic of Tanzania. In these countries, conflict, poverty and vulnerability are major threats to pastoralists, who are often indigenous peoples with particular development and governance challenges. WISP places emphasis on pastoralist women's rights, as they often experience critically low levels of support.
16. The programme will aim for changes in policy and practice in those countries, thereby benefiting pastoralists beyond the sphere of IFAD's direct influence.



17. The programme will be of a four-year duration and will comprise three main components:
- (a) **Knowledge management.** This will encompass consultation to confirm priority themes of stakeholders and project implementing partners, confrontation of the realities faced by pastoral target groups and exploration of new opportunities. It will include four regional studies based on contributed lessons learned from four or more country partners, and synthesized into regional and global lessons through an analytical workshop. Good practice studies (minimum standards in sustainable pastoral development) will add to the existing WISP good practice series. Two expert reviews on key emerging issues will also be completed to strengthen the contribution of the knowledge-generating exercise to relevant, realistic planning and to mainstream new thinking into development planning. Collaboration with the International Land Coalition will be ensured on land-use and land management studies. Translation of WISP resources into Arabic will boost the process of global policy dialogue and ensure increased sharing of knowledge.
  - (b) **Capacity-building.** Capacity-building and advisory support to partners in the proposed nine country programmes will be provided through workshops, training, country events, joint studies and publications. In addition, grants to partners will enhance their capacity to respond to issues of local-level pastoral concerns by strengthening their organizational capacity; developing lobby/advocacy strategies and preparing advocacy materials for use in their national/regional policy dialogue. Continued development of the WISP global database on pastoralism, to cover 30 countries worldwide (up from 10 countries in 2009), will provide information for realistic planning and policy dialogue and advocacy for pastoral development.
  - (c) **Policy advocacy.** Includes organization of side events or exhibitions at the events connected with the United Nations Convention to Combat Desertification (UNCCD) (Conference of Parties or Committee for the Review of the Implementation of the Convention); participation of pastoralist representatives in the Conference of the Parties to the Convention on Biological Diversity (CBD); support to development (proposal writing, networking) of national and regional pastoralist gatherings to promote pastoral voices and develop pastoral networks; provision of technical guidance for the development of field-based pastoral programmes; and continued strengthening of the WISP network and website to support knowledge-based advocacy.

#### IV. Expected outputs and benefits

18. These are the following:
- (a) **Output 1.** Four cross-regional studies on key themes identified in consultation with pastoralists and IFAD country programmes to capture state-of-the-art knowledge, packaged for use by different stakeholders (government and non-government) and widely distributed through local, regional and global networks and other media;
  - (b) **Output 2** Capacities of regional and national partners strengthened to improve policy dialogue, the pastoralist lobby/advocacy organized and empowered, and plans made for sustainable drylands management, through training workshops, engagement in cross-regional studies (output 1) and related capacity-building events, generating stronger networks linking diverse pastoralist constituencies; and
  - (c) **Output 3.** Policy dialogue carried out at national and international levels by IUCN-WISP, IFAD and its pastoralist partners through engagement in policy forums at national and regional levels and, at the international level, in

conferences related to the UNCCD, CBD or the United Nations Commission on Sustainable Development (CSD).

## V. Implementation arrangements

19. The programme will be implemented by IUCN from its Eastern and Southern Africa Regional Office based in Nairobi.
20. The implementation unit will consist of a coordinator and programme officer, with financial, communication, administrative and secretarial support. The programme staffing capacity will be enriched through engagement of interns and specialist consultants. WISP has developed a monitoring strategy, which uses an outcome mapping approach to identify behavioural changes in the institutions and groups that it works with.
21. The WISP coordinator will be the field implementation manager, overseen by the IUCN regional office. The field coordination and management office is the WISP secretariat based at the regional office. Close consultation, meetings and workshops with IFAD country teams in Algeria, Chad, Eritrea, Ethiopia, Kenya, Mali, Somalia, the Sudan and the United Republic of Tanzania will help identify key pastoralist partners. WISP will ensure linkages with IFAD-supported projects in the nine countries by drawing on experiences and good practices from IFAD's activities and actively disseminating new learning and providing technical guidance to IFAD country teams. A close consultation process involving IFAD country programme managers and IUCN-WISP will be put in place from programme start to ensure mutual understanding and identify key activities for implementation or issues for further study. This will provide complementarity with ongoing IFAD-supported initiatives in these countries and ensure that any existing gaps will be bridged. WISP will build the capacity of IFAD country teams to undertake the programme through training and technical workshops, which will also promote cross-country learning.
22. A programme implementation committee will be established, composed of representatives of IUCN-WISP and IFAD, and, to ensure continuity, also incorporating members of the current WISP Partners Coordinating Committee. The membership will include:
  - (a) **IUCN** – WISP, drylands programme or regional project coordinator, head of finance;
  - (b) **IFAD** – Headquarters representatives (senior technical adviser, livestock and farming systems) and two IFAD programme management unit representatives (on a rotational basis); and
  - (c) **GEF** – GEF-UNDP and GEF-United Nations Environment Programme.

## VI. Indicative programme costs and financing

23. IFAD's proposed contribution is US\$950,000, which will support programme activities for a four-year period, from 2010 to 2013. The IUCN regional office will be responsible for managing the grant. IUCN is governed by international standards for financial management and audit.
24. **Cofinancing.** This IFAD grant is incremental to the GEF grant that was used to set up WISP (US\$950,000). Recognizing that IFAD is considering this grant proposal to extend WISP, the GEF has agreed to a cost extension of US\$300,000 to ensure continuity between current and future activities up to December 2010. In addition WISP has secured grants from other organizations: (i) US\$121,000 from the Rockefeller Foundation for a scoping study on the theme of climate change and livestock production in Africa, which provides opportunities for further project development; (ii) US\$49,000 from the Food and Agriculture Organization of the United Nations (FAO) regional office in Nairobi, for a subregional study on

traditional knowledge on drought management in East Africa, which will promote development of proactive plans and policies; (iii) US\$50,000 from the Intergovernmental Authority on Development for a learning project on the theme of conservation as a livelihood asset in northern Kenya; and (iv) US\$65,000 from the IUCN in-kind contribution derived from administration, human resource, office space and furniture, vehicles and other asset uses.

**Summary of budget and financing plan**

(in thousands of United States dollars)

<i>Type of expenditure</i>	<i>IFAD</i>	<i>Cofinancing</i>
Personnel (including subcontractors)	160	130
Professional services	50	100
Travel costs	70	50
Equipment	10	-
Operational costs and reporting	150	185
Backstopping, communication, publication and dissemination	100	55
Training/capacity-building	410	65
<b>Total</b>	<b>950</b>	<b>585</b>

## Results-based logical framework

	Objectives-hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
<b>Goal</b>	<ul style="list-style-type: none"> <li>Sustainable land management and resilient livelihoods developed in rangeland environments</li> </ul>	<ul style="list-style-type: none"> <li>Rangelands health and pastoral poverty/wealth levels</li> </ul>	<ul style="list-style-type: none"> <li>Human Development Indicators</li> <li>Environmental Impact Assessments</li> </ul>	
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Stronger and more widespread understanding of rangeland environments and pastoral livelihoods and better use of that knowledge to inform policy and practice.</li> </ul>	<ul style="list-style-type: none"> <li>At least five countries pass supportive policy statements by 2012</li> <li>% of resource allocation to pastoral development through national and local budgeting in at least nine countries</li> <li>Extent and nature of private investment</li> <li>Improved land-use and land-based resource management for optimal uses</li> </ul>	<ul style="list-style-type: none"> <li>Supportive country policy documents</li> <li>Resource allocation plans</li> <li>Observation and close monitoring of selected rangelands</li> </ul>	<ul style="list-style-type: none"> <li>Policies and plans reflect opinions and genuinely influence investments</li> <li>Institutional barriers lifted (e.g. land tenure)</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li><b>Knowledge management:</b> research and dissemination of information: four cross-regional studies</li> <li><b>Capacity Building:</b> Training, lobby advocacy and institutional support</li> <li><b>Policy dialogue:</b> carried out at national and international levels by IUCN-WISP, IFAD and its partners through engagement in policy and international conventions (UNCCD, CSD, CBD)</li> </ul>	<ul style="list-style-type: none"> <li>Four studies undertaken and outputs published and widely shared by the end of the project</li> <li>Policy and practice changes highly informed by the outputs of the studies</li> <li>Strengthened capacities of networks and pastoral institutions: 9 IFAD CPs and other WISP partners and 3 membership network</li> <li>One international and two regional policy dialogue meetings per year</li> </ul>	<ul style="list-style-type: none"> <li>Study reports and fora reports</li> <li>Knowledge materials developed</li> <li>Networks advocacy plans</li> <li>Advocacy materials prepared by partners and other agencies</li> <li>New pastoral development policies passed and used by the national governments.</li> <li>Peer review</li> </ul>	<ul style="list-style-type: none"> <li>Partner agencies are interested and capable of developing policy messages and desire to learn new approaches and advocacy work; and can (with assistance) tap sources of appropriate funding</li> <li>IFAD CPs are willing to engage WISP productively</li> </ul>
<b>Key Activities</b>	<ul style="list-style-type: none"> <li>Research &amp; Regional studies on key issues: Agro-fuels on marginal lands, land-use systems and management in pastoral rangelands; land-based resource conflicts and government practices; climate change, policy and practice,</li> <li>Policy advocacy training of 15 key WISP and IFAD partners and national policy strategies</li> <li>Linkages and skill services (advisory support) to IFAD country office specified above</li> <li>Support for pastoral networks</li> <li>Contribution to development of the global database on pastoral populations to cover 75% of relevant countries</li> <li>Regional and international policy discussions with pastoralists at international and regional fora</li> </ul>	<ul style="list-style-type: none"> <li>Access to, and funds for, high level international consultants ; flexibility to work with appropriate national partners</li> <li>Focused and realistic activity plans developed</li> <li>Communications facilities for regular interactions</li> <li>Access to 9 IFAD CPs for in-depth consultations</li> <li>New project embedded or collaborating with existing IFAD projects</li> <li>Access to experienced advocacy trainers in English, French and Arabic</li> <li>Continued motivation of five regional networks</li> <li>Access to appropriate data and information sources</li> </ul>	<ul style="list-style-type: none"> <li>Project document, (agreement) between IUCN-WISP and IFAD.</li> <li>Plans and budgets</li> <li>Strategy documents developed, statements in international fora</li> <li>Publication of outputs (reports, policy briefing notes) in three languages</li> <li>Consultation between WISP and the IFAD CP offices are documented, shared and updated consistently</li> <li>Shared / common activity plans, reports and review meetings, including specific results reported from related IFAD-projects</li> <li>Project reports; training report</li> </ul>	<ul style="list-style-type: none"> <li>Extension of existing work on the field is implemented smoothly</li> <li>IFAD support arrives by the end of 2009 or early 2010.</li> </ul>

# **International Center for Biosaline Agriculture (ICBA): Adaptation to Climate Change in Marginal Environments in West Asia and North Africa through Sustainable Crop and Livestock Diversification**

## **I. Background**

1. The West Asia and North Africa (WANA) region is one of the most water-scarce regions in the world, with agriculture consuming over 75 per cent of freshwater. Renewable water resources are almost fully exploited, and non-renewable water resources are being rapidly depleted. Water scarcity will only worsen as the growth of populations and economies result in further competition among industrial, agricultural and domestic sectors. Recent changes in climate patterns, such as prolonged droughts, record temperatures and increased rainfall irregularity, intensity and distribution, have all had further negative impacts on the natural ecosystems and agroecosystems in the region and increased the vulnerability of people dependent on such resources for their livelihoods.
2. To meet agricultural demand and sustain the livelihoods of the rural population, the region has relied heavily on marginal lands and water resources (particularly ancient groundwater aquifers, but also municipal wastewater and saline water resources). Most of these resources are affected to some extent by salinity due to either natural causes or overuse. Similarly, prime irrigated agricultural lands have suffered from increased salinization as a result of the lack of suitable irrigation and drainage methods. Farmers have either abandoned such lands or accepted very low productivity.
3. To improve agricultural productivity and sustain the livelihoods of poor farmers dependent on marginal-quality land and water resources, an alternative, more productive farming system needs to be introduced. In river-based agriculture, recent large irrigation and drainage projects have generated a significant amount of drainage water that could be used more in agricultural production. Forage-based farming systems are biologically suitable for the use of saline and wastewater and thus highly adapted to the marginal environmental conditions in the WANA region. Lack of sufficient forage resources is considered a principal cause for the increasing pressure on natural resources and land degradation in the region.
4. This programme focuses on crop/livestock diversification and sustainable management of marginal lands through the scaling up and dissemination of high-yielding forage production packages that are better adapted to saline and marginal environmental conditions.

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

5. Many of the groundwater-based agroecosystems in the WANA region and more than 25 per cent of river-based irrigated agricultural lands are affected by salinity and water logging. Salinity is a major constraint to crop production, especially in the arid and semi-arid parts of WANA. The two types of marginalized agro-environments are also extremely vulnerable to climate change impact (in particular, drought and high temperatures). As a consequence, the loss of such marginalized lands from production and the dislocation of poor farmers living in such conditions have become highly evident in many localities throughout the region. To prevent further degradation of these agroecosystems and sustain the livelihoods of farmers living in marginal conditions, it is necessary to develop alternative production and management systems appropriate to the socio-economic and environmental conditions in the region.

6. The International Center for Biosaline Agriculture (ICBA) has advocated the use of more resilient agricultural systems that can cope with the marginal conditions and are directly linked to the livelihoods of the small-scale farming system dominant in such environments. Such systems are based on integrated forage-livestock feeding systems that can increase land and livestock productivity, and sustainability and resiliency of the farming systems against the impact of climate changes that will impose further stress on agriculture in marginal environments in the region. On the other hand, feed shortage is an acute problem in most of the WANA region. Due to limited agricultural land and water resources, the farming system has relied mainly on cash and economic crops. Developing forage-specialized farming systems based on salt-tolerant forages and marginal-quality water can help overcome this problem – at least in some localities within the arid environment where saline groundwater and treated wastewater are used for agriculture production and in salt-affected areas in prime agricultural lands where saline drainage water is available. Such systems will help sustainably mitigate feed scarcity in small-scale crop-livestock farms and will contribute to diversifying on-farm production, expanding farm enterprises and securing farmers' livelihoods.

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

7. The overall programme goal is to improve the livelihoods, resiliency to climate changes and incomes of poor farmers relying on marginal water and land resources in the WANA region through the scaling up and dissemination of high-yielding forage/crops production packages better adapted to the region's marginal environmental conditions. The programme is mainly targeting resource-poor farmers and pastoralists, who are the most vulnerable to climate change given their heavy dependency on marginal-quality water and land resources. Such groups make up a high proportion of poor households in the targeted programme regions in the WANA region. Moreover, the programme will explicitly target women in poor households, given their key role in farm labour and livestock husbandry (and particularly in milk processing and cheese and yoghurt making), enabling them to expand production of livestock products and thus increase household incomes.
8. The programme will build on the achievements of a previous joint IFAD-ICBA initiative in 2004-2009 focusing on salt-tolerant forage production in marginal areas of the WANA region. An evaluation of the initiative was recently conducted, providing a record of the main achievements and lessons learned for each of the countries involved. The evaluation report clearly identifies concrete and detailed opportunities for replication and scaling up. The proposed programme will entirely build on these recommendations, and will benefit from the already established participation of farmers and the linkages set up among decision makers, technical staff and researchers.
9. The programme's core component will consist of identifying and developing seed production facilities on key sites in each participating country to meet seed requirements for yield trials and seed production, and identify farmers in the selected benchmark sites and train them. Seed production technology packages will be developed and applied at the national agricultural research systems (NARS) and farmers levels. A sufficient amount of seeds of the targeted varieties/accessions will be produced to ensure the sustainable adoption and scaling up by farmers in each region. A mechanism for the formal seed systems' involvement in future seed production and dissemination will be developed.
10. In parallel, management practices packages (crop, soil and irrigation) previously identified under the first phase of the programme for the salt-tolerant and promising stress-adapted genotypes will be refined to optimize productivity under marginal and saline conditions. This component will include improving water management, through the integrated use of marginal water and good-quality water, including mixing and cyclic irrigation and enhanced water use efficiency. Farm

techniques for forage processing and utilization for better storability and enhanced feeding values will be disseminated and scaled up.

11. The third component will consist of an assessment of the quantities and qualities of treated wastewater resources, the environmental impact and the proportion suitable for scaling up forage production, along with appropriate crop management, harvest and handling practices suitable for the use of wastewater irrigation. The quality of forages produced on treated wastewater and their impact on animal productivity and health will be assessed. Appropriate guidelines will be formulated for the safe use of wastewater in forage production and utilization.
12. The impact of technology development and adoption on the livelihoods of poor women and men farmers in marginal environments will be assessed. The economics of the integrated crop management packages introduced in marginal environments will be evaluated by collecting socio-economic indicators, and production and soil and water information. The cost and benefits of the forage production packages based on the use of the different types of marginal water will be analysed. Demonstration plots of successful production systems will be established with full farmer participation, and particular attention will be paid to the participation of rural women. Enhancement of the productivity of forage-livestock systems in the WANA region will be quantified. Policy strategies will be recommended.
13. Finally, the capacity of the NARS and farmers in the development of stress-adapted forage cultivars, seed production, crop management and on-farm utilization techniques will be strengthened through the organization of training programmes and seminars. Travelling workshops and field days for participatory evaluation of trials will also be organized. Seminars and field days for decision makers will be arranged to promote the replication and scaling up of the production models developed.
14. The programme is targeting two levels of partnership with NARS. Egypt, Jordan, Oman, the Syrian Arab Republic and Tunisia will participate in all programme activities. United Arab Emirates, Yemen and the West Bank and Gaza will be involved in specific activities relevant to their needs, as determined by previous programme outcomes. Capacity-building will include all the countries mentioned.
15. The programme's main innovative aspect is its novel approach to developing methods and techniques enabling NARS and farmers to use the marginal water resources and soils to achieve economic and sustainable production of integrated forage-livestock systems (and some high-value crops). The socio-economic and environmental impact of such innovations will be further assessed and synthesized through the scaling up process.

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

16. These are the following:
  - (a) Development and transfer of farmer-based seed production technologies and delivery systems for wide-scale cultivar adoption of 3-5 forage genotypes;
  - (b) Production and dissemination of packages for efficient forage production and utilization suitable for environments that are marginal and/or bearing the impact of climate change in at least five countries in the WANA region (Egypt, Jordan, Oman, the Syrian Arab Republic and Tunisia);
  - (c) Evaluation and introduction of environmentally and economically feasible forage production systems suitable for the use of treated wastewater in three countries (Jordan, the Syrian Arab Republic and Tunisia);
  - (d) Assessment and quantification of profitability and impact of the introduced forage-livestock production packages on the livelihood of poor farmers in marginal environments of at least five countries in the NENA region (Egypt, Jordan, Oman, the Syrian Arab Republic and Tunisia); and

- (e) Enhancement of the skills of NARS (a minimum of 50 scientists per country will be trained), and of at least 100 farmers for each country, in stress-tolerant forage production, seed production and crop and water management, in Egypt, Jordan, Morocco, Oman, the Syrian Arab Republic, Tunisia, United Arab Emirates, Yemen, and in the West Bank and Gaza.
17. ICBA, in collaboration with partner NARS, will establish a baseline study during the first year of programme implementation. Data collected from farms involved in the previous IFAD-ICBA initiative, such as crop yields, farm practices and management, salinity of soil and irrigation water, socio-economic indicators, water resources in the targeted regions and the potential of the proposed alternative systems, will be refined and gaps will be filled. This will enable the key quality aspects of the delivery of planned activities to be assessed and the development results to be measured. Resource availability and further needs will be determined through the baseline study to ensure efficient and timely execution of planned activities. Logical and precisely expressed goals, component-level objectives, outputs and activities will assist data collection and the development of the baseline study. The baseline study will be used to measure quantitatively the indicators outlined in the logical framework and the programme document.
  18. The expected programme outcomes will be reflected in increases of at least 30 per cent in farm productivity (fodder, specialty crops and animal products) and 20 per cent in economic returns, and in the general stability of yields and productivity. It is also planned that up to 20 per cent of targeted land will go back into production with programme support. Other outcomes will include a 30 per cent increase in productivity of lands that were abandoned by farmers or severely degraded in productivity in the targeted region.

## **V. Implementation arrangements**

19. The programme will build on the existing collaboration among NARS of the WANA region and ICBA, and facilitated through IFAD and other donors. This collaboration has laid a solid groundwork in terms of efficient screening protocols, selection criteria, germ plasm for salinity tolerance, initial development of crop management components, and the assessment of farmers' responses to these cultivars and management practices.
20. Progress reports, annual reports and regular meetings will be used for follow-up, monitoring and reporting to the donors. Annual planning and review workshops will provide a platform for programme staff and implementing partners to share experiences, knowledge and lessons learned to help in reviewing and adjusting implementation plans. In addition, ICBA and its partner NARS will develop links with KariaNet II, a specialized knowledge-sharing network based in Cairo and supported by IFAD, to share success stories that can be replicated throughout the region and benefit from the outputs of other projects.

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

21. The scope and the scaling out of programme activities to a large number of farmers and the development of seed production systems require sizable input to achieve the expected programme impact. The overall estimated cost of the programme is US\$6.0 million. IFAD's proposed contribution is US\$1.4 million. The Arab Fund for Economic and Social Development (AFESD) and the OPEC Fund for International Development will contribute US\$1.15 million and US\$0.65 million respectively. ICBA's in-kind contribution is estimated at about US\$1.0 million. The in-kind contribution of the participating NARS is estimated at US\$1.8 million.



**Summary of budget and financing plan**

(in thousands of United States dollars)

<i>Type of expenditure</i>	<i>IFAD</i>	<i>Cofinancing<sup>a</sup></i>
Research personnel including consultants	130	1 160
Operational costs	740	2 250
Travel	120	400
Equipment and supplies	120	230
Programme coordination and management	110	290
<b>Total direct costs</b>	<b>1 220</b>	<b>4 330</b>
ICBA grant administration	180	270
<b>Total programme costs</b>	<b>1 400</b>	<b>4 600</b>

<sup>a</sup> Where applicable.

## Results-based logical framework

	Objectives-hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
<b>Goal</b>	Improve the livelihoods, resiliency and income of poor farmers relying on marginal water and land resources in the WANA Region through increased crop-livestock productivity.	<ul style="list-style-type: none"> <li>- Increase in farm fodder productivity by 30%;</li> <li>- Increase in economic return by 20%; and</li> <li>- Yield stability improved in the farming systems based on the use of marginal resources in the targeted areas.</li> <li>- Farmer livelihoods improved in the targeted communities.</li> </ul>	<ul style="list-style-type: none"> <li>- No. of farms adopting alternative system, farm statistics on productivity and income.</li> <li>- Reports, publications, policy briefs.</li> </ul>	<ul style="list-style-type: none"> <li>- Policy support to technology adoption and scaling up.</li> </ul>
<b>Objectives</b>	Improve, scale-up and disseminate high-yielding forage production packages better adapted to the saline and marginal environmental conditions and the impact of climate change in selected countries in WANA.	<ul style="list-style-type: none"> <li>- No. of farmers using the selected forage genotypes and cultivars.</li> <li>- No. of farmers and NARS adopted the improved production packages for marginal conditions.</li> <li>- 30-50% increase in productivity of the land brought back into production</li> <li>- 20% of targeted land going back into production</li> </ul>	<ul style="list-style-type: none"> <li>- Qt. of seed produced.</li> <li>- Farm statistics.</li> <li>- National and project reports.</li> </ul>	<ul style="list-style-type: none"> <li>- NARS support for scale up and seed production.</li> <li>- Support to large-scale technology transfer.</li> </ul>
<b>Outputs</b>	<ol style="list-style-type: none"> <li>1) Development and transfer of farmer-based seed production technologies (3-5 forage genotypes).</li> <li>2) Production and dissemination of packages for efficient forage production.</li> <li>3) Introduction of environmentally and economically feasible forage production systems.</li> <li>4) Assessment of profitability and impact of the introduced packages on poor farmers in marginal areas of Syria, Jordan, Tunisia, Oman and Egypt.</li> <li>5) Enhancement of the skills of NARS and farmers.</li> </ol>	<ul style="list-style-type: none"> <li>- No. of packages for on-station and on-farm seed production determined; no. of cultivars and seed quantities produced.</li> <li>- No. of technology packages identified, described and demonstrated; no. of on-farm trials conducted.</li> <li>- % of improvement in farm productivity and income</li> <li>- Minimum 50 scientists &amp; technicians and 100 farmers trained per country.</li> </ul>	<ul style="list-style-type: none"> <li>- Seed production &amp; supply records.</li> <li>- Reports, publications and public awareness briefs.</li> <li>- Guidelines for safe use and management.</li> <li>- Socio-economic analysis.</li> <li>- No. of training events.</li> </ul>	<ul style="list-style-type: none"> <li>- No policy barriers in cultivar adoption by farmers.</li> <li>- NARS support &amp; farmers participation.</li> <li>- Environment and policies to support adoption and farmers participation.</li> </ul>
<b>Activities</b>	<ol style="list-style-type: none"> <li>1) Identify and develop seed production facilities in each country.</li> <li>2) Produce sufficient seeds amount of the target genotypes (forage and other crops) for scaling up and dissemination among farmers.</li> <li>3) Refine management practices packages to optimize productivity under marginal conditions.</li> <li>4) Improved integrated water management, through the use of marginal water and good quality water.</li> <li>5) Assess available treated wastewater resources and the proportion suitable for scaling up forage production.</li> <li>6) Policy recommendations on forage production under marginal conditions.</li> </ol>	<ul style="list-style-type: none"> <li>- Number of sites developed and farms participating; number of seed production facilities established.</li> <li>- Number of varieties multiplied and amount of seed produced.</li> <li>- Number of technology components identified.</li> <li>- Options and impact of joint use of different water quality identified and demonstrated.</li> <li>- Analysis of wastewater situation and their potential uses.</li> <li>- Number of farmers adopting the package.</li> </ul>	<ul style="list-style-type: none"> <li>- On-farm surveys.</li> <li>- Seed production and supply records.</li> <li>- Reports on evaluation and introduction of suitable crop genotypes.</li> </ul>	<ul style="list-style-type: none"> <li>- NARS support, land availability and farmers participation.</li> <li>- Acceptance by the seed/variety development authority.</li> </ul>

# **International Network for Bamboo and Rattan (INBAR): Mainstreaming Pro-Poor Livelihoods and Addressing Environmental Degradation with Bamboo in Eastern and Southern Africa**

## **I. Background**

1. For millions of disadvantaged people in eastern and southern Africa, bamboo can help reduce poverty and protect the environment. Its timber-like nature and ease of processing provide rural communities with access to traditional wood markets. Moreover, as a perennial crop, bamboo provides year-round income. Several species of bamboo are drought-tolerant and grow in semi-arid regions.
2. Bamboo can be processed easily in households, providing employment for poor rural women, youth and those with HIV/AIDS. Both women and men participate in the production of diverse products such as furniture, utilitarian items, bamboo charcoal and charcoal briquettes.
3. The seven off-farm<sup>1</sup> and four on-farm<sup>2</sup> technologies of this grant have been field-validated by INBAR's action research site (ARS) network in earlier IFAD grants (Development and Diffusion of Technologies for Smallholder Bamboo- and Rattan-based Producers; Programme for Enhanced Bamboo- and Rattan-based Smallholder Livelihood Opportunities; and Developing Approaches, Tools, Methods and Institutional Arrangements to Increase Scalability and Adaptive Replication of Bamboo and Rattan Options in Investment Projects).<sup>3</sup> Financial models for these technologies and technical advisory notes (TANs) or studies have been prepared. These proven technologies are the basis for other rural development projects.
4. In 2007 an independent evaluation of INBAR's IFAD-supported grant activities concluded that the Network is fostering important pro-poor innovations in bamboo and rattan production and marketing that are potentially valuable for Africa. It recommended strengthening institutional systems, expanding the Global Marketing Initiative (GMI), and working with large-scale rural development programmes. The global consortium of ARS NGOs being set up includes the NGOs involved in the grant, and the inclusive format of the new GMI 2.0 will make diverse design and technology resources available to grant and loan projects.
5. In the United Republic of Tanzania's M'beya region, INBAR has demonstrated that bamboo can raise rural incomes, with local furniture and craft producer groups increasing monthly earnings from 30,000 Tanzanian shillings (Tsh) (US\$26) in 2005 to Tsh 400,000 (US\$350) in 2008. In Ethiopia, Ghana, Mozambique and the United Republic of Tanzania, INBAR has introduced bamboo charcoal and briquetting technology that is being increasingly adopted. In Tripura, India, 11 new jobs were created in incense stick production for each existing job in bamboo stick-making, with a potential of 150,000 new jobs.<sup>4</sup> This large-scale, household-based production system will be applied to products in this grant. In Konkan, India, bamboo furniture, crafts and construction link and benefit 130 villages – a result that is directly relevant to the grant.<sup>5</sup>

<sup>1</sup> School furniture, crafts, packaging, construction, laminated boards, slat flooring and boats.

<sup>2</sup> Soil erosion and watershed protection, degraded land rehabilitation, fodder and chicken feed.

<sup>3</sup> Colombia, Ecuador, Ethiopia, Ghana, India (Konkan-Maharashtra, Tamenglong-Manipur, Tripura, Uttarakhand), Mozambique, Peru, the Philippines and the United Republic of Tanzania.

<sup>4</sup> Some 49 million incense sticks, which created 1,387 new jobs for women and US\$29 additional income per person per month. INBAR and the Centre for Indian Bamboo Resource and Technology (CIBART), *A Pathway out of Poverty* (2009).

<sup>5</sup> Three thousand households, 217,500 plants produced, with sales of US\$308,000 over four years. INBAR and CIBART, *Breaking Barriers and Creating Capital* (2009).

6. The use of bamboo reduces deforestation, a key cause of poverty. With its rhizome system and large canopy, bamboo protects agricultural resources by binding topsoil and raising water levels. INBAR's work has also proven the value of bamboo in environmental conservation and rehabilitation. It reduces soil erosion by 75-90 per cent, and is excellent for rehabilitation of degraded land and watershed and riverbank protection. Its use as fodder and feed is also relevant to the grant.
7. IFAD and the International Development Research Centre established INBAR in 1993 as a multidisciplinary development network for bamboo and rattan. It became an intergovernmental, international network in 1997. The Common Fund for Commodities recognizes INBAR as the international commodity body for bamboo and rattan. INBAR's GMI links community groups with product designers and markets.

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

8. Eastern and southern African countries have some of the highest deforestation rates in the world, with poverty-driven overharvesting being a primary cause. Given its regionwide distribution, bamboo can reduce deforestation pressures by substituting for wood, and bamboo plantations can restore such deforested and degraded areas.
9. The Operational Strategy and Policy Guidance Committee (OSC) meeting for the INBAR grant, Programme for Enhanced Bamboo-based Smallholder Livelihood Opportunities – Phase II, noted that INBAR's strategies for poverty reduction are relevant to Africa. The grant contributes to IFAD's goal and meets the strategic objectives of: (a) natural resources, which rural men and women can manage efficiently and sustainably, and (b) opportunities for rural off-farm employment and enterprise development. It is consonant with the objectives and aims of the IFAD Policy for Grant Financing.
10. The grant is innovative in terms of scaling up field-validated technologies within IFAD loan projects and of demonstrating steady, dependable income from bamboo.
11. In addition to the targeted local environmental benefits, the grant will have positive spillover. Given that deforestation and land degradation account for one fifth of the world's carbon emissions, the grant will contribute to addressing climate change. Increased water capture and water availability downstream of project activities of sufficient scale are quite likely.
12. The grant has been developed on the basis of four appraisal missions to Ethiopia, Madagascar, Mozambique and the United Republic of Tanzania.<sup>6</sup> Good linkages were developed with IFAD country programmes.
13. The following loan projects support the grant and have endorsed it:
  - (a) Ethiopia: Forest cover has decreased dramatically year-on-year, largely due to firewood collection, charcoal production and fodder collection. This will be ameliorated considerably by bamboo in the new Community-based Integrated Natural Resources Management Project in Lake Tana watershed, which aims to reduce land degradation and improve agriculture productivity.
  - (b) Madagascar: INBAR initiatives will link with the IFAD Rural Income Promotion Programme and the Support Programme for Rural Microenterprise Poles and Regional Economies. Bamboo is used widely for housing, crafts and tools. Crafts, with over 1.8 million enterprises, make up 15 per cent of national GDP. Development of new, higher-value bamboo crafts and other products will increase rural income.

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<sup>6</sup> Mission reports were provided to IFAD's Technical Advisory Division (PT) and Eastern and Southern Africa Division.

- (c) Mozambique: Promotion of bamboo charcoal will correspondingly offset annual deforestation of 219,000 hectares. Bamboo can improve artisanal fisheries when used for buildings, storage and marketing facilities, and fishing equipment. The grant activities will link with IFAD's Sofala Bank Artisanal Fisheries Project.
  - (d) United Republic of Tanzania: Bamboo initiatives will link with the Rural Financial Services Programme and with the institutional frameworks that INBAR set up to support women's producer groups (established during the grant for Enhanced Bamboo and Rattan-based Smallholder Livelihood Opportunities), and will also conduct market studies. Linkages have been established with local district agricultural development programmes.
14. The grant programme meets IFAD project needs in the four countries and addresses deforestation, poverty alleviation, energy issues and gender equality. The relevant government ministries, agencies and other institutions have endorsed the grant programme and committed their support and inputs in writing. A policy dialogue component has been included for each country that will draw in all relevant stakeholders. The grant also promotes capacity-building and knowledge-sharing; linkages will be built with the ongoing grant, Programme for Enhanced Bamboo-based Smallholder Livelihood Opportunities – Phase II.
  15. The grant is founded on market-opportunity research (e.g. charcoal) and on dialogue with government agencies regarding access to institutional markets (e.g. school furniture and construction). These activities are based on work in Ghana and the United Republic of Tanzania, in particular, and in Asia and Latin America and the Caribbean (LAC). They will be supported by further market development.
  16. Missions will be undertaken to Kenya, Rwanda and South Africa to build policy support and linkages for livelihood development through bamboo and to develop investment opportunities.

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

17. The programme goal is to enable effective and wider application of bamboo technologies for market-based sustainable rural livelihood development and environmental protection in eastern and southern Africa, especially for poor women and youth.
18. The programme's objectives are to:
  - (a) Increase environmental security by using bamboo resources in land and water management;
  - (b) Enhance the value of bamboo products in rural areas to increase rural income;
  - (c) Substitute wood-based fuels with bamboo for improved energy security, and increase use of bamboo as fodder and feed to reduce deforestation;
  - (d) Raise awareness of and assist policy development on bamboo-based livelihoods and environmental benefits; and
  - (e) Develop investment opportunities and institutional arrangements for scaling up and out.
19. The programme will span three-years and comprise five main components:
  - (a) Increase environmental security;
  - (b) Develop income-generating opportunities;
  - (c) Enhance energy/fodder/feed security, while reducing deforestation;
  - (d) Raise awareness and secure policy support; and
  - (e) Develop investment opportunities and institutions.
20. The targeting strategy will be that of the respective IFAD loan project, and among rural households it will emphasize: (a) unemployed rural youth of both sexes,

(b) woman-headed households, and (c) disadvantaged groups, such as the landless.<sup>7</sup>

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

21. The expected outputs are the following:
- (a) Bamboo resource development for land and water management
    - (i) innovative low-cost resource inventories for four countries; natural-resource-based environmental protection plans; and village-level biomass needs determined;
    - (ii) four 'mother' nurseries and many village and household micronurseries; households made independent of forest resources for biomass needs;
    - (iii) model plantations in four countries for soil erosion control, increased water capture and recharge, and degraded land rehabilitation.
  - (b) Increased livelihood opportunities for rural employment and income generation
    - (i) four pilot sites for rural enterprise development in IFAD projects;
    - (ii) higher value addition encouraged at the rural household level for seven products;
    - (iii) policy assistance to three additional countries.
  - (c) Improved energy security and reduced deforestation
    - (i) cluster-based, bamboo charcoal production scaled up;
    - (ii) production and supply chain for bamboo ethanol validated;
    - (iii) local validation of local bamboo leaves as fodder and feed; fodder bamboos introduced.
  - (d) Awareness-raising and policy development
    - (i) twelve village demonstration visits/awareness camps; four policy workshops;
    - (ii) project documentation – 10 TANs, four policy papers; four impact studies;
    - (iii) policy recommendations for the protection of intellectual property rights (IPR) to indigenous African bamboo technologies.
  - (e) Development investments and institutions for scaling up and out
    - (i) four market research studies and investment plans;
    - (ii) four action plans with financials;
    - (iii) knowledge-sharing network of beneficiary projects and countries.
22. The expected benefits are:
- (a) Reduced deforestation, soil erosion and degradation;
  - (b) Enhanced income and employment benefits from perennial bamboo, with husbanding of bamboo resources and positive environmental benefits;
  - (c) Institutional markets leveraged – school education (school desks), low-cost housing and similar government/donor programmes generating income for rural target groups;
  - (d) Increased access to wood-product markets for poor rural people, creating a robust source of off-farm income to complement traditional agriculture;
  - (e) Widened production of bamboo charcoal, including rurally produced, energy-efficient briquettes, thus reducing deforestation;

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<sup>7</sup> Indirect beneficiaries are: technical personnel, rural extension and business agents, grass-roots organizations and intermediary civil society organizations, policymakers, development banks and agencies, national programmes, development projects and international agricultural research centres.

- (f) Environmental impact of fisheries on mangroves and tree cover reduced by substituting mangrove wood and dug-out boats with bamboo boats;
- (g) Sustainable bamboo fodder and feed validated for livestock, poultry, fish and shrimp, reducing land degradation and benefiting target farm households;
- (h) Bamboo shoots as a food source piloted in target countries, with a validated model for increased household food security;
- (i) Enhanced development investment opportunities created through resource assessment, market research, and policy research and dialogue;
- (j) Regional knowledge-sharing initiative linked to INBAR global network; NGO consortium set up, enhancing South-South cooperation.

## **V. Implementation arrangements**

- 23. INBAR will implement the grant within IFAD projects; existing INBAR sites in grant countries will also be included. INBAR's Livelihood and Economic Development Programme staff will be responsible for overall programme management and for design and marketing linkages through the GMI. The INBAR Africa Technical Coordinator in Ethiopia will be in communication with the four national coordinators.
- 24. The AWP/B of the INBAR country programmes under the grant will be prepared in consultation with staff from participating IFAD projects. National institutions will also be consulted. INBAR-facilitated multi-stakeholder NGOs, set up in Ethiopia (Ethiopian Bamboo and Reed Society), Mozambique (Association of Bamboo Promotion and Biodiversity Conservation) and the United Republic of Tanzania (Bamboo and Rattan Association of Tanzania), will participate in implementation.
- 25. Financing in support of beneficiary participation in grant activities will be accessed through IFAD loan projects and from outside financial services, with support from INBAR financial services staff.
- 26. INBAR headquarters and IFAD projects will monitor the programme and analyse impact. Supervision will be undertaken annually by an independent IFAD specialist from PT. Annual INBAR/IFAD steering committee meetings, field visits and workshops will be organized. Reporting arrangements include yearly progress reports, TANS, manuals, case studies and outcome/impact studies.

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

- 27. The three-year programme has a US\$2.4 million target budget. Of this amount, a US\$900,000 European Commission contribution has been secured, and IFAD will provide US\$1.5 million. Additional grants from the United States African Development Foundation of US\$250,000 each for Rwanda and the United Republic of Tanzania are in advanced discussions.
- 28. INBAR will provide technical assistance, demonstration/training, assistance with sourcing of planting material, market research, resource inventory and policy formulation support. IFAD projects will cover the costs of field activities to support their objectives.

**Summary of budget and financing plan**

(in thousands of United States dollars)

<i>Type of expenditure</i>	<i>IFAD</i>	<i>Cofinancing</i>
Personnel (including subcontractors)	300	180
Professional services	160	70
Travel costs	90	45
Equipment	70	50
Operational costs, reporting and publications	670	425
Backstopping	150	90
Training/capacity-building	60	40
<b>Total</b>	<b>1 500</b>	<b>900</b>



## Results-based logical framework

	Objectives-hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
<b>Goal</b>	Effective and wider application of bamboo technologies for sustainable rural livelihood development and environmental protection (Ethiopia, Madagascar, Mozambique, Tanzania)		Surveys; Inventories; Reports – institutional and public (media, news etc); Studies – baseline and impact; Policy changes; Business/Investment plans	
<b>Objectives</b>	A. Enhance bamboo resources for improved land and water management B. Enhance the value of bamboo products in rural areas for increasing rural income C. Enhance rural energy security and fodder while reducing/reversing deforestation D. Raise stakeholder awareness/policy change E. Develop investment opportunities and institutional arrangements for scaling up	Resource base; higher water levels; reduced soil erosion Enterprises, product ranges and increased incomes Energy security enhanced with increased availability of alternative energy and fodder Policy changes & product acceptability Strategies and models for pro-poor upscaling and scaling out	Surveys; reports; plantation records Enterprise records; baseline and post-project evaluations Surveys; reports Reports; meetings/exhibitions Business plans; reports; investor meetings	Favourable political & climatic conditions Existence of viable markets, acceptability & cost competitiveness Acceptability of alternative energy/fodder sources Acceptability among policy makers Investors willing to invest in the sector
<b>Outputs</b>	A. Resource development for land and water management B. Enhanced livelihood opportunities for poor C. Improved energy security and fodder/feed with reduced deforestation D. Awareness on potential; policy recognition E. Development investments for scaling up; institutional arrangements in place	4 Inventories (Yr 1-2); 4 nurseries (Yr 1- 2) & 4 plantations (Yr 1-3); 4 enterprises (yr 1); 7 product units (yr 2) 20 charcoal & briquette units (yr 1 -2);VC validation for bio-ethanol/fodder (yr 2-3) 12 workshops (Yr 1-3;); 2 Studies (Yr 3) 4 studies (Yr 1-3); 7 action plans (Yr 2-3); knowledge sharing network (Yr 3)	Pre & post-project surveys; enterprise & progress reports Enterprise records Surveys; enterprise records; progress reports Reports; video recordings Studies; business plans; reports	Local institutions support; Inadequate water supply; adaptable to new sources People willingness; competitiveness Adaptability to new sources of energy; market acceptability; bamboo resources Participation/ policy makers acceptance Resources, time, & clear benefits to people
<b>Key Activities</b>	A1. 4 Resource inventories & biomass needs A2. 4 mother; many household micro-nurseries A3. 4 Model plantations for land, soil & water management with bamboo B1. 4 pilot sites for rural enterprise set up B2. Up to 7 products with enhanced added value B3. TA to Kenya, Rwanda, South Africa C1. Cluster-based bamboo charcoal production C2. Viable bamboo ethanol production C3. Fodder and feed production D1. 12 awareness and 4 policy workshops D2. Project documentation  D3. IPR protection of indigenous technologies E1. Market research studies; investment plans E2. Action plans with financials E3. Knowledge-sharing network	GPS/GIS consultants, tools(Yr1-2) Land, planting material, 4 nurseries Degraded land; planting material; trainings Technology (Yr2); 4 trainings (Yr1-3); 4 sites (Yr1); tools; 7 trainings(Yr1-3) 2 Trainers; 3 trainings (Yr2-3), 20 drum kiln for charcoal/briquette (Yr 1-2) Survey (yr1), lab (yr2), business plans(yr3) Consultant, 4 pilots/trials (Yr1-3) Products; videos; posters; policy papers 10 TANs, 7 policy & 4 impact studies (Yr 3)  2 case studies (Yr 3) 4 market potential studies (Yr 2-3) 7 product business plans (Yr 2-3) 4 cross-visits (yr2/3); network strategy(yr3)	Images; reports; surveys Baseline & project surveys Reports and surveys Enterprise reports; manuals; Enterprise reports; manuals; Reports Progress & enterprise reports Survey, lab & business plans Report Workshop reports; Studies  Studies Studies Business plans Review reports	Remote sensing/GIS company identified Willing to plant in lieu of traditional crops Permission to plant; longer-term land use/lease policy is conducive Availability of land and resources Willing to produce & market acceptability Need for &/or on-going bamboo activities Lack of alternate fuels; deforestation Farm-based bamboo ethanol viable Shortage of traditional fodder material Local interest; support from IFAD project Monitoring and evaluation support from IFAD loan projects Community participation Sufficient market data available Existence of viable markets Partners willing to collaborate

## **Regional Programme for Rural Development Training (PROCASUR): Learning Routes Training Programme II**

### **I. Background**

1. Globalization and the new role that Latin American states have adopted during the previous two decades have redefined the design of policies and tools for eliminating rural poverty in Central and South America. The latest figures indicate that about 210 million Latin Americans continue to face severe problems of poverty and destitution; in rural areas, about 60 per cent of the population (72 million people) lives below the poverty line. This situation affects mainly rural women heads of households, indigenous peoples, rural youth and rural populations of African descent. Within this context, policies and tools aimed at promoting rural development will face new challenges. Thus it will be essential to strengthen the capacities of the technical teams responsible for rural development activities, including leaders of farmers' associations, of rural communities, and local government authorities. New capabilities should be acquired by learning from the experience of local farmers and rural entrepreneurs, especially those who have been able to overcome poverty.
2. Since 1996, with the support of an IFAD grant, the Regional Programme for Rural Development Training (PROCASUR) has been promoting the exchange of knowledge and skills to solve relevant issues and meet demand from farmers' organizations, projects and public and private organizations by providing them with the best available practices. 'Learning Routes' is a tool for developing capabilities that successfully combines local management of the knowledge produced by development agents implementing innovative activities with an appropriate learning strategy, based on best practices validated in the field.
3. PROCASUR's work has mainly been concentrated in Latin America, but it is currently expanding activities to Africa and Asia. From mid-2006 to December 2008, the programme carried out 29 Learning Routes – 22 at the international level (involving two or more countries) and seven at the country level. PROCASUR identified local talent and recruited and hired the training services of more than 100 organizations, with nearly 250 local teachers and specialists in the subjects chosen for each route, organized in 12 countries in Latin America and Africa.<sup>1</sup>
4. PROCASUR has requested the further support of IFAD and other donor agencies to expand and consolidate the Learning Routes methodology and set up a South-South network to share knowledge generated by farmers themselves and to help smallholder farmers' associations participate as suppliers of knowledge services in rural markets for technical assistance services.

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

5. The rationale for further assistance to PROCASUR is based on IFAD's commitment to foster the establishment and strengthening of networks for pro-poor knowledge generation and exchange. This 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. IFAD is committed to strengthening the knowledge management capacity of institutions and organizations that work in favour of poor rural people, establishing networks of knowledge-sharing from the field, which offer farmers' associations the opportunity to sell their knowledge to rural markets for technical services. IFAD's support should also be seen in the context of: (a) IFAD commitments made during the 2006

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<sup>1</sup> Plurinational State of Bolivia, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Malawi, Peru, South Africa and Uganda. In addition, in April 2009 a Learning Route was organized in Bangladesh and India on rural microfinance services and products.

and 2008 Farmers' Forums, in response to participant requests for direct financial support to farmers' organizations; and (b) the IFAD Policy for Grant Financing, which addresses the building of the pro-poor capacities of partner institutions, including community-based organizations and NGOs. The Learning Routes Training Programme II will enable PROCASUR to set up a knowledge management network involving more than two continents, in order to promote local talent and adopt innovations that have proven successful in facilitating access of the poorest rural populations to dynamic markets.

6. Strengthening the capacity of poor rural people and their organizations is one of IFAD's strategic objectives. The Fund also aims to enable these people and organizations to act as suppliers of knowledge services, and thus increase their incomes and improve their livelihoods.

### III. The proposed programme

7. The overall objective of the programme is to contribute to improving the implementation of rural development projects in Latin America by allowing rural organizations and small-scale producers' associations to systematically organize and disseminate their knowledge and relevant expertise, through the exchange of best practices, leading to access to the market for technical assistance services.
8. Specific objectives include: (i) building human capital within rural communities, smallholder farmers' organizations and rural development projects, especially those financed by IFAD, by identifying, rewarding, systematically organizing and disseminating their best practices; (ii) encouraging knowledge dissemination and adoption of innovative solutions for poor rural families among the institutions responsible for the design, implementation and execution of development policies, programmes and projects; (iii) improving project design and management by incorporating lessons learned from best management practices; and (iv) extending the geographical coverage of the Learning Routes Programme to new countries in Africa and Latin America.
9. The proposed programme will be implemented over a three-year period and built on three main components, in addition to programme management and administration:
  - (a) **Management of local knowledge and skills.** In coordination with IFAD operations in the region, technical units and beneficiaries, this component will identify the main thematic areas of common interest. It will further select successful experiences that have shown positive results in improving the living conditions and incomes of poor rural people; it will support systematic organization of the experiences of small-scale producers' organizations; and finally, the component will provide training and support services to integrate rural talent into rural markets for knowledge and information services.
  - (b) **Capacity-building and incentives for local innovation.** The programme will strengthen the management capacity of the agents involved in the design and implementation of rural development initiatives. In particular, it will address the technical teams of public institutions implementing rural development activities, project coordination units, service providers and leaders of rural organizations. It will further mobilize cofinancing from institutions in the region interested in participating as direct users in the Learning Routes, and will establish mechanisms for coordinating the delivery of training services with beneficiary organizations. The institutions interested in adopting innovative strategies will compete in each Learning Route for a direct economic incentive to implement organizational change aimed at improving the income and assets of poor rural families.
  - (c) **Development and dissemination of innovations.** The programme will invest in systematically organizing and disseminating the results and impact

of the Learning Routes to be tested and replicated among projects financed by IFAD and other partner organizations. For this purpose, this component will produce records and publications, particularly audio-visual materials, which will be distributed to projects, government agencies, other development agents and beneficiary organizations.

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

10. On completion of the programme, it is expected that a regional system of Learning Routes will be set up and fully operative, with the participation of multiple institutions, organizations of beneficiaries and projects. The routes will promote local processes of innovation through successful cases and experiences of rural local development that will strengthen the development of rural markets for knowledge. To promote a successful exit strategy, PROCASUR will proactively explore additional cofinancing.
11. The programme will provide the following outputs:
  - (a) Supporting the capacity-building of key actors that design and implement development activities for poor rural people, mainly from Latin America and with representatives of African countries. This will directly benefit 1,100 technical staff, professionals and members of about 410 organizations involved in the design, implementation, monitoring and evaluation of rural development projects;
  - (b) Designing 260 plans for innovation and cofinancing the implementation of 70 of them. Plans will be selected through contests for facilitating access to better services – benefiting public and private institutions, technical staff of projects, rural organizations and local governments;
  - (c) Providing support services to facilitate the use of the Learning Routes as a training tool in several institutions, projects and programmes in Latin America and Africa;
  - (d) Organizing 50 Learning Routes at national and subregional levels, mainly in Latin America and with representatives from Africa, in particular targeted at promoting dissemination of innovations among IFAD operations in the region, as well as adoption of the Learning Routes strategy;
  - (e) Identifying and documenting the experience and knowledge of 100 local organizations in Latin America and some in Africa, resulting in their increased capacity to transfer knowledge and strengthen their participation in markets for rural knowledge and information;
  - (f) Providing support to 150 local teachers and specialists in offering their services as suppliers in the market for rural technical services;
  - (g) Producing 60 examples of printed and/or audiovisual materials documenting results and programme impact; and
  - (h) Creating a regional network of local teachers and specialists that exchange information through the regional market of rural development services.
12. In addition, the programme will contribute to: (i) increasing the social capital of beneficiary organizations, and facilitating their participation as suppliers of information and knowledge services in local, regional and international markets; (ii) facilitating access by poor rural families to new services and products, with a view to improving their livelihood strategies by incorporating the innovations developed and tested by IFAD and its partners in the region; and (iii) allowing IFAD national partners to create new opportunities in favour of poor rural households by incorporating knowledge from the field in their approaches and strategies. The sustainability of the Learning Routes approach will also be ensured by replicating this knowledge management methodology among those institutions, organizations

and projects interested in applying it, including the operations of IFAD and the Ford Foundation.

## V. Implementation arrangements

13. PROCASUR will be the recipient of the grant and will administer resources on approval of the AWP/B. A steering committee, composed of two directors of IFAD-funded projects in the region, two representatives of the Ford Foundation in the region, a representative of each donor and a representative of PROCASUR, will: (i) coordinate and guide programme implementation; (ii) review the AWP/B and impact evaluation studies; and (iii) carry out monitoring and evaluation activities.
14. Projects financed by IFAD and the Ford Foundation in the region will draw up a cooperation agreement with PROCASUR in which the responsibilities and obligations of each party will be specified, including financial obligations. In addition to their financial contribution and participation in the steering committee, the institutions participating in the programme will have multiple roles and functions. IFAD, through its operations in Latin America and Africa, will contribute its technical expertise in the identification and certification of case studies of innovative solutions tested in the field, with a high potential for replication and scaling up.
15. PROCASUR shall submit to IFAD an AWP/B containing an in-depth analysis of the activities and budget prepared for the programme. The AWP/B will include the procurement procedures to be used, in agreement with IFAD. There will be two evaluation exercises during the life of the proposed grant, to be undertaken at mid-term and at closing. PROCASUR will submit annual audited statements prepared by independent auditors. It will also submit progress reports on implementation, no later than three months after the end of each year. These reports will detail, inter alia: (i) quantitative and qualitative progress made in implementing the programme during the previous period; (ii) the use of resources during the grant period; and (iii) any other matter that PROCASUR, the Fund and the Ford Foundation may deem necessary. A monitoring and evaluation system will be developed for this purpose.

## VI. Indicative programme costs and financing

16. The total programme cost will be US\$2.5 million. Of this amount, IFAD will provide US\$1.5 million; the Ford Foundation US\$315,000; beneficiaries US\$490,000; and PROCASUR US\$195,000.

### Summary of budget and financing plan

(United States dollars)

<i>Type of expenditure</i>	<i>Total</i>	<i>IFAD</i>	<i>Ford Foundation</i>	<i>Beneficiaries</i>	<i>PROCASUR</i>
Regional implementation and coordination services	390 000	320 000	55 000	-	15 000
Management of local knowledge	521 000	250 000	82 000	155 000	34 000
Capacity-building and incentives for local innovation	1 165 000	655 000	110 000	263 000	137 000
Dissemination of results	154 500	100 000	17 000	32 500	5 000
Monitoring and evaluation	37 500	25 000	4 000	4 500	4 000
Administrative expenses	232 000	150 000	47 000	35 000	-
<b>Total</b>	<b>2 500 000</b>	<b>1 500 000</b>	<b>315 000</b>	<b>490 000</b>	<b>195 000</b>

## Results-based logical framework

	Objectives-hierarchy	Objectively verifiable indicators/targets	Means of verification	Assumptions
<b>Goal</b>	Contribute to improving the implementation of rural development projects in LAC by allowing rural organizations and small producer associations to systematically organize and disseminate their knowledge	<ul style="list-style-type: none"> <li>• 100 000 poor rural families with access to innovative solutions, new financial services and microenterprise development services</li> <li>• 20 projects and organizations with best performances</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring &amp; Evaluation (M&amp;E) reports, Mid-term &amp; final evaluation reports, Evaluation of initial impact</li> </ul>	
<b>Objectives</b>	Building human capital in poor rural communities, local organizations and development projects, especially those of IFAD; identifying, systematically organizing and promoting the adoption of innovative solutions and best practices to eliminate rural poverty	<ul style="list-style-type: none"> <li>• A regional brochure of innovations</li> <li>• A virtual data bank with 200 local teachers (talent) specialized in managing innovations</li> <li>• 300 local teachers participate in the national market of rural technical services.</li> <li>• 75 local teachers participate in the international market of rural technical services</li> <li>• 5 projects adopt innovations to facilitate access of beneficiaries to development services</li> <li>• 10 IFAD projects identifying, documenting and disseminating their innovations</li> <li>• 50 beneficiary associations adopt innovations</li> <li>• 10 LRs include users from Africa</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluations of learning and specific studies, Monitoring &amp; Evaluation reports</li> <li>• Learning Routes (LRs) reports, Monitoring &amp; Evaluation reports</li> <li>• Innovation Plan reports, Monitoring &amp; Evaluation reports, Reports from projects &amp; users</li> <li>• LRs reports, Monitoring &amp; Evaluation reports</li> </ul>	Institutions, projects, beneficiary organizations and local governments demand innovative services and have interest in replicating successful innovations
<b>Outputs</b>	<p>Rural organizations/associations and local teachers become suppliers of training services in the regional market of technical assistance</p> <p>Changes in the market of technical assistance and training services that favour the knowledge and experience of local rural organizations</p> <p>Human and social capital reinforced; improved skills and capacity to adopt innovation in rural financial and non-financial services</p> <p>Rural organizations and project staff learn, adopt and replicate innovations</p>	<ul style="list-style-type: none"> <li>• 200 local teachers as suppliers of services;</li> <li>• USD 100 000 transferred to rural communities</li> <li>• 410 associations participate in training plans for local talent</li> <li>• 75 LRs requested</li> <li>• 8 organizations that adopt the LRs methodology</li> <li>• USD 350 000 invested yearly in LRs by agencies</li> <li>• 5 new networks of local experts sharing information</li> <li>• 1 100 participants who improve their skills</li> <li>• 35 innovation plans (IPs) implemented</li> <li>• 5 000 farmers and rural small producers as beneficiaries in IPs</li> <li>• 15 projects incorporating innovations</li> </ul>	<ul style="list-style-type: none"> <li>• M&amp;E reports; Mid-term and final evaluation reports; Information provided by suppliers of services and Training plan reports</li> <li>• Record of organizations which provide technical assistance services; M&amp;E reports and Mid-term evaluation</li> <li>• M&amp;E reports and Mid-term &amp; final evaluation reports; Innovation Plan reports</li> <li>• Innovation Plan Reports and reports, Mid-term and final evaluation reports</li> </ul>	<p>Rural organizations and development agents are interested in participating in LR</p> <p>Rural associations and rural actors are interested in participating in LRs</p> <p>There is demand to integrate the services offered by LRs as a tool for innovation</p> <p>Projects adopt innovative services in their work</p>
<b>Key Activities</b>	<p>Result 1: Enabling local associations to supply services, creation of networks of suppliers, elaboration of means</p> <p>Result 2: Identification of local talent; workshops; sales and purchases of knowledge services</p> <p>Result 3 Implementation of IPs; support in processes of adoption of innovations</p> <p>Result 4: Workshops; systematic organization of cases and implementation of LRs.</p>	<ul style="list-style-type: none"> <li>• N° &amp; type of user' associations that receive the training</li> <li>• 60 activities and dissemination products</li> <li>• 5 000 participants in dissemination activities</li> <li>• 300 identified local talent (teachers)</li> <li>• 150 local teachers trained</li> <li>• 260 IPs designed</li> <li>• 70 IPS in contests and implemented</li> <li>• 100 innovative experiences identified and systematized</li> <li>• 50 LRs designed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>• M&amp;E reports</li> <li>• Mid-term and final evaluation reports</li> <li>• Report on promotion activities</li> <li>• M&amp;E reports</li> <li>• Mid-term and final evaluation reports</li> <li>• Mid-term and final evaluation reports</li> <li>• Design of Innovation Plans (IP)</li> <li>• Training needs and innovative maps</li> <li>• Designs and reports on LRs</li> </ul>	<p>There is demand for technical services and talent. There is interest in participating</p> <p>IPs are requested by users</p> <p>There is interest in adopting the LRs methodology</p>

# Food and Agriculture Organization of the United Nations (FAO): Programme for the Development of Knowledge-sharing Skills

## I. Background

1. Through implementation of the IFAD Knowledge Management Strategy and the programme for Knowledge Networking for Rural Development in Asia/Pacific Region (ENRAP), IFAD has met stakeholders who increasingly express the desire for support and training in knowledge management (KM) generally and knowledge-sharing in particular. However, funding limitations and the main ENRAP III programme focus on electronic networking have prevented it from responding to the growing training needs and interests of its partners and network members in the field.

## II. Rationale and relevance to IFAD

2. The rationale for the training programme is derived from the growing realization that one of the most important returns to investment for poverty reduction is knowledge about what works and what does not. At present, the knowledge being acquired in public-sector investments for rural poverty is an extremely valuable, yet insufficiently exploited, asset. To a large extent, this is because stakeholders at the level of country programmes, while highly competent in their respective professions, often lack the capacity and motivation to effectively communicate to others the knowledge they are acquiring in the course of their work. If they can acquire the skills necessary to successfully transmit this knowledge, its value can increase exponentially.
3. Stakeholder needs with respect to knowledge-sharing capacity, manifest during the ENRAP III programme, have been further understood in consultations with key partners and through a small survey conducted in preparation for this programme. Staff were contacted in rural poverty reduction programmes in 17 countries. Responses were received from 14, detailing their needs for support in this respect and suggesting specific areas of focus. These have been fully integrated into the present design document.

## III. The proposed programme

4. The overall goal of the programme is that stakeholders of IFAD and other development projects are actively sharing with others the knowledge they have acquired in rural poverty reduction efforts. The specific objective is that country-level stakeholders have the skills to: share knowledge face-to-face and online in their work; write effectively to transmit their knowledge; and use fieldwork methods that facilitate increased knowledge-sharing by intended beneficiaries.
5. The programme will be undertaken in partnership with FAO, which will cofinance it and serve as the implementing agency.
6. The programme will be implemented over 18 months and will comprise three main components:
  - (a) **Knowledge-sharing in country-level stakeholders' work.** Programme activities will be oriented towards managers and project management staff in government, projects, NGOs and other IFAD and FAO stakeholder agencies in borrower countries. They will include training in the most up-to-date techniques of face-to-face and web facilitation of knowledge-sharing.<sup>1</sup> Face-to-face techniques might include appreciative inquiry, peer assistance and

<sup>1</sup> Detailed descriptions of a number of tools and methods that could be included in this training can be found in the Information and Communications Technology (ICT)-KM Programme of CGIAR, [www.kstoolkit.org](http://www.kstoolkit.org).

better briefings; web techniques might include tools such as web meetings, D-Groups, blogs and microblogs. The training will introduce participants to a wide range of approaches to knowledge-sharing, assist them in identifying ways to introduce improved knowledge-sharing into their work, and give them personalized support in the real-life application of their new skills back on the job. The training activities will adapt, replicate and scale up a similar training exercise designed and tested by the CGIAR ICT-KM Programme in collaboration with FAO. These activities will be followed by a regional training-of-trainers (ToT) event that will bring together and give further training to those participants that have shown a keen interest in training other colleagues/partners in their countries. Participants in the ToT event will be assisted in the translation of materials into local languages for use in their countries.

- (b) **Writing to share knowledge effectively.** Programme activities will include the development and delivery of practical hands-on training to improve writing skills for the purpose of sharing knowledge and information more effectively. It will focus on: writing for newsletters, websites, manuals and guidelines. Training curricula will cover: (i) techniques of 'reader-friendly writing'; (ii) editing techniques; (iii) special considerations in writing for websites and blogs; (iv) case studies and story-telling; and (v) preparation of 'how to' materials targeted to specific users and drawn from technical materials. It will also contain a training module on the dissemination of print and electronic knowledge products. The component will replicate and scale up elements of the training activities implemented in connection with ENRAP III, and will use a series of existing e-learning courses developed by FAO.<sup>2</sup> Courses will be held at the subregional level in English, and in some cases at the country level led by local resource people in the local language.
- (c) **Specialized knowledge-sharing methods for rural participatory development.** The training and skills-building activities under this component will focus on knowledge-sharing methods that poor rural people and intended project beneficiaries can use to document and share their knowledge with one another within projects and with others outside of projects. It will build on a few key methodologies that IFAD has been developing and testing in partnership with others through the Initiative for Mainstreaming Innovation (IMI) and other grant programmes. Such methodologies are likely to include, but may not be limited to: knowledge-profiling, participatory mapping and systematization. Other tested methodologies, such as those developed by the FAO Communication for Development Group, may also be included, depending on the availability of suitable materials for training and on demand from partners and potential participants.

#### IV. Expected outputs and benefits

7. Outputs/benefits will be the following:
- (a) Approximately 100 persons associated with programmes for rural poverty reduction at the country level trained in face-to-face and online knowledge-sharing skills;
  - (b) Approximately 220 persons having acquired a good understanding of how to write in English in a simple, direct way that can be tailored to various development audiences;
  - (c) Approximately 100 individuals trained to apply at least one new methodology for the facilitation of knowledge-sharing and documenting among poor rural people;

<sup>2</sup> Available at [www.foodsec.org/DL/dlintro\\_en.asp/](http://www.foodsec.org/DL/dlintro_en.asp/).



- (d) About 15 individuals trained as trainers in knowledge-sharing skills, and 15 more as trainers in a new methodology for the facilitation of knowledge-sharing and documenting by beneficiaries;
- (e) Customized training materials and modules specifically adapted to the needs of stakeholders working in poverty reduction programmes in: (i) face-to-face knowledge-sharing methods; (ii) online knowledge-sharing tools; (iii) writing skills and communications; and (iv) fieldwork methods for managing and sharing knowledge in participatory development;
- (f) Reference materials linked to training materials (tips for practitioners, descriptions of best practices, guidelines, etc.) for trainees and others;
- (g) Training materials for the individuals trained under the ToT subcomponents.
- (h) At least 200 'knowledge products' in the form of written documents, knowledge profiles, maps and others produced by participants – as part of the practical work carried out during training – on subjects of their choice for target audiences that they seek to reach in the project.

## V. Implementation arrangements

8. A programme coordinator and a programme assistant will be recruited by FAO to manage the programme. These will collaborate with FAO technical backstopping officers and local partners. The latter will include local resource people, institutions, universities, NGOs and others. An effort will be made to select a core partner in each of the Asian subregions. During the project period, it is foreseen that a total of four courses will be held in 'Knowledge-sharing for Your Work' and one ToT in knowledge-sharing for the first component. There will be eleven 'Write-Shops' for component (b), and four courses on 'Knowledge-sharing for Participatory Development' for component (c).
9. The first six months of the programme implementation period will be dedicated to adaptation of existing training materials to the planned beneficiary groups and to organization of the training programme with local partners in the region. They will also be used to carry out a brief needs assessment to better identify the specific needs of each country for the training under component (c). This will be followed by a one-year period in which the actual training activities will be carried out in various locations with local institutional partners at their sites or onsite in interested development projects, depending on the specific training component and the suitability of project sites and facilities.
10. All new training and other reference materials produced by the programme will be made available for public access as open source materials disseminated by IFAD and FAO through their respective communications channels. Lessons learned from the programme will be fed back into KM Communities of Practice at IFAD, FAO and others, such as the group of KM practitioners referred to as Knowledge Management for Development (KM4Dev).<sup>3</sup>
11. Training courses will be publicized on the IFAD regional network, and information will be made available by country programme managers. Interested participants will be invited to apply to attend the training of their choice. Criteria for selection of participants will be based on the relevance of the training to the professional responsibilities of the applicant, with attention to obtaining a good gender balance among participants. The programme will cover the full costs of participation for a fixed number of participants. However, that enrollment could be expanded by a certain amount, say 10-15 per cent, to include additional participants who are able to cover the costs of participation from their own project or other sources.

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<sup>3</sup> Available at [www.km4dev.org](http://www.km4dev.org).

## VI. Indicative programme costs and financing

12. The cost estimates for the total programme amount to US\$1,175,000, for which IFAD will provide a grant of US\$950,000. FAO will provide cofinancing of about US\$225,000. This will include provision of existing learning materials, associated resources and collaborative learning platforms. It will also include costs for delivery of selected workshops, with the participation of FAO stakeholders and affiliated organizations in the region. A limited amount of cofinancing may be mobilized from individuals who cover their own costs.

### Summary of budget and financing plan

(United States dollars)

<i>Type of expenditure</i>	<i>IFAD</i>	<i>FAO cofinancing<sup>a</sup></i>
Training materials	-	150 000
Consultants, international and local	175 750	-
Travel	205 400	50 000
Local institutions	244 894	-
Programme management, personnel	208 996	25 000
Administration	114 960	-
<b>Total</b>	<b>950 000</b>	<b>225 000</b>

<sup>a</sup>Where applicable.

## Results-based logical framework

	Objectives-hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
<b>Goal</b>	Stakeholders actively share with others the knowledge they have acquired in rural poverty reduction efforts		COSOP reviews IFAD Annual Performance Review consultation processes	
<b>Objectives</b>	Country-level stakeholders who are more effective in: sharing knowledge face-to-face and on-line in their work; writing effectively to better transmit their knowledge; and, using fieldwork methods that facilitate increased knowledge sharing (KS) by intended beneficiaries.	Introduction of KS methods in at least one seminar, workshop, other country level event by each of 100 trainees in face-to-face KS methods Use of web 2.0 tools e.g. blogs, forums, e-discussions at country level by at least 75% of trainees Contributions to IFAD, FAO, country level or project level websites or newsletters from at least 75% of trainees Greater quality of contributions to IFAD documents and stakeholder KM products At least one KS event amongst beneficiaries in each of 40-50 projects to which trainees return after training	Workshop reports  IFAD Grant Supervision Report  Grant Status Report  <a href="http://www.ifad.org">www.ifad.org</a> <a href="http://www.ruralpovertyportal.org">www.ruralpovertyportal.org</a> <a href="http://www.enrap.org">www.enrap.org</a> <a href="http://www.fao.org">www.fao.org</a>  Websites of individual programmes sending participants for training	Continuity of stakeholders, government and project staff rotation  Availability of suitable hosts and training venues
<b>Outputs</b>	100 trained face-to-face/on-line KS skills; 220 trained in writing skills; 100 trained in one or more new technique for KS amongst beneficiaries. 15 trained as trainers in KS skills; 15 more in a new KS methodology and documenting by beneficiaries 200 “knowledge products”: documents, web postings, knowledge profiles, maps, etc; Training materials adapted to stakeholder needs (face-to-face/on-line/writing skills/fieldwork methods for KS). Reference materials linked to training materials, e.g. tips, best practice, guidelines, and how-to notes	-19 Training courses implemented - 4 customised training modules available in print and on-line for: (i) Face-to-face knowledge sharing (ii) On-line knowledge sharing (iii) Writing skills for knowledge sharing (iv) Participatory methods for knowledge sharing amongst project beneficiaries -Customised ‘training of trainers’ materials available in print for each of 4 types of module -At least 200 KM products, produced by trainees during training, available in print and on-line -KS reference materials available in print and on-line	IFAD Grant Supervision Report  Grant Status Report  <a href="http://www.ifad.org">www.ifad.org</a> <a href="http://www.ruralpovertyportal.org">www.ruralpovertyportal.org</a> <a href="http://www.enrap.org">www.enrap.org</a> <a href="http://www.fao.org">www.fao.org</a>  Websites of individual programmes sending participants for training	Experienced trainers available Trainees needs understood and accommodated Scheduling and timing suited to participant availability Appropriate mean of dissemination adopted on-line and in print
<b>Key Activities</b>	Training course for: - face-to-face and web-based KS methods - improved written communications - in participatory KS fieldwork methods	<b>Means:</b> Experienced trainers, customised training materials, training venues and facilities, food and lodging for trainees.	Inception report Mid-term Report Completion Report	Training sites selected together with IFAD in-country partners and agreements with local hosts

# **Food and Agriculture Organization of the United Nations (FAO): Food Security and Sustainable Livelihoods Programme in Pacific Island Countries**

## **I. Background**

1. Most Pacific Island nations report a high proportion of population with incomes below the national poverty line. Remoteness and logistical constraints, the narrow natural resource base of island countries, and the drain on resources caused by frequent natural calamities have meant that economic growth has generally been sluggish in the region, with up to a quarter of the population classified as poor. In recent years, most official development assistance (ODA) has been assigned to general budget support, transport, education and health – during the period 1997-2005, only about 2 per cent of all ODA was earmarked for agricultural development. Food security situations are determined by local conditions, such as natural resource endowments, land and soil quality, availability of crop and animal genetic resources, and market conditions, as well as by regional and transboundary factors ranging from trade policies to natural calamities and climate change. Global issues such as higher food prices, the financial crisis and climate change effects taking place in Pacific Island Countries (PICs) have accentuated food insecurity, livelihood vulnerability and fragility in the region.

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

2. The first thrust of the IFAD subregional strategic opportunities paper (SRESOP)<sup>1</sup> is improving local food security and reducing reliance on imports. IFAD's support aims to (i) preserve and develop traditional food production and processing; (ii) adopt innovations in farming systems; and (iii) access financial and technical support to strengthen local food output.
3. Opportunities for IFAD to provide effective support to the Pacific Small Island Developing States has proven challenging in recent years. This is partly due to the relatively high transaction and management costs per unit of investment, as a result of geographical isolation and low population densities. However, through enhanced collaboration and partnership with FAO and other development partners in the Pacific, these high transaction costs can be reduced.
4. Although IFAD has supported a number of small regional initiatives since re-engaging in the Pacific Islands in 2004, its participation in potentially the largest regional agricultural initiative in the Pacific enables the Fund to build on ongoing activities and directly address the key elements of the SRESOP. Engaging in a multi-donor programmatic framework provides an important and innovative opportunity for coordinating efforts, partnership-building, and exploiting synergies among the various international and country partners in accordance with the Pacific Aid Effectiveness Principles.<sup>2</sup>
5. In September 2008, IFAD co-hosted a consultative workshop with FAO and the Secretariat of the Pacific Community on Strengthening Partnerships in Food Security and Sustainable Livelihoods in Pacific Island Countries. High-level delegations from 13 Pacific Island nations, NGOs, private-sector, bilateral and multilateral development partners reinforced the finding that investment in food security and sustainable livelihoods remains a high priority in the region.

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<sup>1</sup> Approved in December 2004. Other interventions identified include development of market opportunities and income generation in rural areas; participation in multi-stakeholder partnerships; and support for the development of effective local governance.

<sup>2</sup> In July 2007, Pacific Island Countries and donor partners in the region developed the Pacific Aid Effectiveness Principles, intended to localize the Paris Declaration on Aid Effectiveness.

### III. The proposed programme

6. The overall goal of the programme is to contribute to improvement of the food security of poor and vulnerable populations in the programme countries, in particular women and youth. The specific objectives of the programme are:
  - (a) Improved availability of and access to nutritious food for poor and vulnerable households through increased and sustainable crop and livestock production and productivity, including fisheries and (agro)forestry, other livelihood activities and enhanced dietary practices;
  - (b) Better access of vulnerable communities, especially households in remote locations, and women to sustainable agricultural services, inputs and markets, through improved infrastructure and delivery systems; and
  - (c) Strengthened capacities, enhanced policies and strategic actions at country and regional levels to address immediate and long-term food security challenges.
7. The programme will target 14 member countries of the Pacific Islands Forum, excluding Australia and New Zealand. Of these, all 14 countries are members of FAO and nine are members of IFAD.<sup>3</sup> IFAD's grant financing will only support activities in IFAD's member countries. The primary target groups of the programme are: (i) food insecure and nutritionally vulnerable groups; (ii) poor and low-income households; and (iii) rural women and youth.
8. The overall programme will span six years, the IFAD regional grant will contribute to the first two years. The programme will have four main components:
  - (a) **Support to community and household investments.** This component will assist communities and households in undertaking a range of food security and livelihood activities aimed at increasing agricultural production and productivity; enhancing household incomes, and thus the capacity to buy food; improving diets and nutrition; and building resilience to withstand external shocks to their livelihood systems. A range of subprojects may be supported under this component, including such activities as crop and livestock development, agroforestry and non-timber forest products development, small-scale fisheries and aquaculture development, agricultural processing, marketing and value chain development, rehabilitation and sustainable management of natural resources for agricultural production, non-farm income generation and microenterprises, and activities targeted specifically at human nutritional improvements.
  - (b) **Development of service provision capacity and facilities.** This component will support improving the access of rural communities, especially those in remote locations, to sustainable agricultural services, inputs and markets. This will complement community and household investments supported under component (a). To ensure that interventions address the food security needs of poor and vulnerable people, special emphasis is given to targeting mechanisms, including a strong gender focus. Assistance may be provided to projects such as developing/upgrading seed multiplication facilities, fish hatcheries and fishing community centres, improving facilities for agricultural research and food processing, provision of transportation infrastructure, such as wharf and boat servicing facilities or farm-to-market roads, and strengthening the capacities of development agencies.
  - (c) **Support to national and multi-country food security initiatives.** This component will provide support to countries' food security initiatives,

<sup>3</sup> IFAD Member States: Cook Islands, Fiji, Kiribati, Marshall Islands, Niue, Papua New Guinea, Samoa, Solomon Islands and Tonga.

through strategic planning and implementation support, and other key initiatives. Its objectives are to bolster national initiatives through enhanced capacities, strategies and policies; address food security issues of a cross-cutting and regional/subregional nature (e.g. climate change); and help fill gaps not readily covered by individual projects (such as food safety standards and international trade issues). IFAD has chosen not to directly support this component, as activities will also benefit non-member countries. However, it is expected that IFAD may in the future consider supporting specific interventions under this component through small grant activities.

- (d) **Programme management.** The main objective of this component is to ensure that programme resources and activities are managed effectively, so as to achieve timely results in accordance with programme objectives and operational criteria/procedures. It will also help facilitate the learning and sharing of lessons among stakeholders, including communities, service providers, officials and international development partners. Emphasis is given to partnership-building, collaboration and the coherence of the development effort.

#### IV. Expected outputs and benefits

9. A total of 59,000 poor Pacific Island households are expected to benefit from the programme. The expected outputs are as follows:
- (a) Improved agricultural practices by poor rural communities/beneficiaries targeted by programme interventions;
  - (b) Improved knowledge of safe food-handling practices and domestic food storage and preparation;
  - (c) Improved rural infrastructure for market and input access;
  - (d) Improved provision of agricultural technologies and services to target beneficiaries;
  - (e) Increase and improvement of services to support food quality and safety of home consumption and trade;
  - (f) National food security assessments completed in target countries;
  - (g) Improved knowledge and mechanisms of dissemination of sustainable agricultural practices and farming systems by private and government services;
  - (h) Increased availability of market information systems;
  - (i) Strengthened capacity to adapt to, mitigate and prepare for climate change and natural disasters;
  - (j) Improved capacity of countries to prepare project proposals and access development partner financing; and
  - (k) Enhanced capacity of countries for agricultural policy planning and development.

#### V. Implementation arrangements

10. An independent regional programme management unit (RPMU) will be established, with national programme coordinating units (NPCUs) set up in each programme country. The RPMU will be based at the FAO Subregional Office for the Pacific Islands (FAO-SAPA) in Apia, Samoa, and headed by an internationally recruited full-time regional programme manager. The RPMU will include a gender and participation officer, planning and monitoring and evaluation officer, accountant and secretary. A regional activities coordinator will be based in Suva, Fiji, to assist in coordination of multi-country initiatives and ensure close linkage and synergy with

projects in components (a) and (b) and those of other development partners and regional institutions. The NPCU in the participating countries will be staffed by an experienced, full-time<sup>4</sup> national programme coordinator and an accountant, and will be responsible for supporting and overseeing the planning and implementation of projects under the national programme.

11. Overall guidance for the programme will be provided by the regional programme steering committee, with national programme steering committees performing a similar function at the country level.
12. This programme builds on the FAO-SAPA experience in implementing the Regional Programme for Food Security and on its close relationship with all participating nations.

## VI. Indicative programme costs and financing

13. The programme will have a duration of six years, with a total indicative programme cost of US\$41.8 million. FAO will be the lead financier, contributing US\$14.95 million or 35.8 per cent of total estimated programme costs. Cofinanciers are expected to contribute US\$12.0 million or 28.7 per cent over the six years. It is expected that the fund approach of the programme will enable additional funding from other donors during its development. The beneficiary and stakeholder contribution amounts to US\$3.0 million or 7.3 per cent, with taxes and duties financed by governments in the amount of US\$1.9 million or 4.6 per cent.
14. IFAD has elected to initially contribute to the first two years of the programme through the provision of a regional grant totalling US\$1.5 million. This equates to approximately 11.3 per cent of total programme costs over the initial two years. The IFAD grant funds will contribute to a programme fund to be managed by FAO based on an agreement between FAO and IFAD.
15. On the basis of satisfactory performance in the first two years, the programme framework may provide IFAD an opportunity to offer additional loan and grant support, in consultation with the Fund's Pacific Island membership.

### Summary of budget and financing plan for the programme's first two years

(United States dollars)

<i>Type of expenditure</i>	<i>IFAD</i>	<i>Cofinancing<sup>a</sup></i>
Civil works	77 000	434 710
Design and implementation	224 600	711 072
Labour and materials	-	661 000
Operation and maintenance	221 000	1 248 050
Programme management	408 000	2 312 124
Training and support services	230 000	886 000
Equipment and materials	339 400	1 926 100
<b>Total</b>	<b>1 500 000</b>	<b>9 679 056</b>

<sup>a</sup> Where applicable.

<sup>4</sup> In some smaller countries, it may be sufficient to appoint part-time officers. This would be determined through consultations with the countries concerned.

# Results-based logical framework

	Objectives-hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
<b>Goal</b>	Food security and livelihoods of poor and vulnerable households, and especially women and youth, improved (an estimated 59,000 hhs will benefit from Food Security and Sustainable Livelihoods Programme (FSSLP))	Increased range and quantity of domestically produced food in local wholesale & retail markets. Decreased % of household annual budgets spent on basic food items in targeted communities. Household production assets ownership increased for targeted communities. Reduced stunting, wasting & underweight children and improved maternal BMI in targeted communities. Inter-year and seasonal variation in consumption of basic food items reduced.	Baseline and Impact Evaluations Food Security Vulnerability Assessments National Household Poverty Surveys/ data (where available) Thematic Studies	Improved macro trade environment, institutional capacity & available modern technologies and practices will increase overall food security.
<b>Objectives</b>	<b>Outcome 1:</b> Increased and sustainable agricultural production & productivity; improved incomes from farm and non-farm sources; and enhanced dietary practices of targeted communities and households <b>Outcome 2:</b> Improved access of vulnerable communities, especially households in remote locations and women, to sustainable agricultural services, inputs and markets. <b>Outcomes 3:</b> Capacities strengthened, policy environment enhanced, and strategic actions initiated at country and regional levels to address immediate and long term food security challenges <b>Outcome 4:</b> Timely and coordinated implementation of FSSLP projects & activities, in accordance with programme objectives and operational criteria.	Amount of food/ cash crops, livestock & fishery products produced by targeted communities Amount agricultural production per unit area, person-day, & per \$ purchased inputs Amount household income from farm and non-farm sources % of targeted households utilising improved agricultural technology/ sustainable practices and farming systems (e.g. organic agriculture, improved breed stock). No. of countries implementing food security strategies based on vulnerability assessments and No. of countries implementing national climate change adaptation plans/ programmes (e.g. NAPAs)	Baseline and Impact Evaluations Ongoing Evaluations (annual surveys) Food Security Vulnerability Assessments National Household Poverty Surveys/ data (where available) Thematic Studies Annual Achievement Reports Annual Regional and National Stakeholder Review Workshops National Level Secondary Data	Major agricultural & trade policy issues addressed. Simultaneous awareness among populations of better food nutrition. Rural producers interested in moving towards greater market orientation of production; Natural disasters do not offset gains in productivity from sustainable agricultural practices Natural calamities such as drought do not reduce community incentives to invest labour in agricultural production
<b>Outputs</b>	Improved techniques for agricultural production by poor rural communities/ beneficiaries targeted by programme interventions Improved knowledge of safe food handling practices and domestic food storage and preparation Improved infrastructure for market and input access Improved provision of agricultural technologies and services to target beneficiaries Increase and improvement of services to support food quality and safety of home consumption and trade Improved capacity of countries to prepare project proposals and access development partner financing Improved capacity of countries to manage food security programmes Enhanced capacity to develop and manage sustainable investment activities in agricultural sector	% increase in area and number of target beneficiaries and farmers applying new techniques. Increase % beneficiaries with awareness and knowledge % increases in agricultural roads and market infrastructure % increase outreach in appropriate services % increase in number and calibre of trained staff to monitor compliance of local products for trade purposes. % increases in agricultural and market infrastructure Number of countries with functioning FSSLP programme management systems and decision making system Number of FSSLP compliant projects submitted to donors	Annual surveys Thematic studies and annual evaluations Annual Achievement Reports Quarterly progress reports Annual Regional and National Stakeholder Review Workshops National Level Secondary Data	Effective linkages made between project, national and local level institutions and effective participatory approaches adopted in identification and development of agricultural technologies and practices. PICs commitment to providing adequate human resources for training on a continual basis. Timely supply of key equipment and inputs required for activities. Implementing agencies capability to effectively carry out participatory planning is sufficient Flow of funds allows timely implementation of approved micro-projects
<b>Key Activities</b>	Establishment and functioning of regional programme management structure Food security assessments Capacity building for project proposal development, assessment and management	<b>Personnel, equipment, training, management support</b>	AWP/B M&E reporting Progress reporting Supervision and implementation support	Availability of programme financing and recruitment of programme staff



# **Food and Agriculture Organization of the United Nations (FAO): Support for Formulating Voluntary Guidelines on Responsible Governance of Tenure of Land and Other Natural Resources Programme**

## **I. Background**

1. Land and other natural resources provide the platform for food and shelter, economic production and a basis for social, cultural and religious values and practices. Responsible governance of tenure of these resources can help reduce hunger and poverty, support social and economic development, promote environmental protection, and empower smallholder farmers, pastoralists, rural women, orphans, ethnic minorities and indigenous groups, who are often disadvantaged or vulnerable due to weak governance.
2. Following the food- and fuel-price crisis, and in the context of increasing competition for agricultural land, there is a growing interest in an instrument that can be adopted at the international level and implemented by countries to improve governance of tenure of land and other natural resources. Consequently, FAO, IFAD and other partners have embarked on the development of voluntary guidelines (VGs) on responsible governance of these resources, to be prepared jointly by governments, civil society organizations (CSOs), the private sector and international organizations. The initiative has sparked great international interest among FAO and IFAD development partners and member countries. The expectation is that the VGs will be adopted or endorsed in 2011 by governments and relevant private-sector and civil society stakeholders.

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

3. Land tenure security and equitable access to land are central yet often neglected areas of rural poverty reduction. Over the past years, IFAD has increasingly recognized their importance in rural poverty reduction. They seem to be even more important in the context of the recently increased demand for land, particularly from large-scale foreign and national investors, which could pose additional risks to the already precarious land rights of poor rural people. In recent years, IFAD has increasingly integrated the strengthening of land tenure security and equitable access into Fund-supported agricultural and rural development programmes. In order to better guide its operations, IFAD has developed a corporate land policy for improving access to land and tenure security.
4. The VGs represent an opportunity to strengthen the land tenure security of poor and vulnerable rural people. They are intended to provide guidance to governments, CSOs and the private sector on responsible governance of tenure as a means of alleviating hunger and poverty, supporting national and local economic development, and reforming public administration. The focus of the guidelines will be on strengthening land governance. Where appropriate, linkages to and implications of governance of other natural resources (especially forests, fisheries and water) will be identified and considered. The initiative will build on existing research and enhance policy dialogue through a multi-stakeholder and consultative process, in order to ensure wide global consensus and ownership in the consolidation and implementation of the VGs.
5. The grant responds to the strategic objectives of enabling poor rural people to "have better and sustainable access to natural resources (land and water)" and "local and national policy and programming processes". It will also contribute indirectly to other strategic objectives such as improved access to financial services, markets and off-farm opportunities. The programme is also consistent with the

strategic objectives of the IFAD Policy for Grant Financing: by strengthening IFAD's capacity to mainstream land tenure security in its operations, it will enhance field-level impact and strengthen the participation of CSOs and partnerships with other stakeholders.

6. The grant will further the objectives, principles and operational instruments of the IFAD Policy on Improving Access to Land and Tenure Security. In particular, it will contribute to "forging complementary partnerships" and "evidence-based and socially-inclusive policy dialogue and multi-stakeholder policy discussions". The grant also complements a series of other IFAD-supported initiatives, including: formulation of the Africa Land Policy Framework and Guidelines Initiative, led by the African Union Commission, United Nations Economic Commission for Africa (UNECA) and African Development Bank (AfDB); follow-up action on the recommendations and plan of action of the International Conference on Agrarian Reform and Rural Development (ICARRD); piloting of new approaches to securing the land rights of poor rural people; strengthening policy dialogue on land issues; an IFAD/FAO-funded study on large-scale land acquisitions in Africa, undertaken by the International Institute for Environment and Development (IIED); and desk-based and field-level research on the impact of biofuel production on the land rights of rural communities.
7. The VGs will contribute to guiding investing and recipient countries in maximizing the benefits to poor rural communities and minimizing the risks associated with the accelerating, large-scale acquisition of land in developing countries.<sup>1</sup>

### III. The proposed programme

8. The overall goal of the programme is to contribute to responsible and transparent governance in the management of land and other natural resources, and to the reform of public administration through improved governance.
9. The programme's objectives are to: (i) facilitate a multi-stakeholder, inclusive and participatory process for formulating the VGs; and (ii) enhance policy dialogue on governance of tenure of land and other natural resources and increase awareness of its importance for poverty reduction.
10. The principal but indirect beneficiaries will be poor and vulnerable rural people in developing countries, who will benefit from responsible, pro-poor governance of tenure that addresses their concerns regarding the security of tenure. The immediate target groups are FAO/IFAD member countries; CSOs (including members of the International Land Coalition (ILC) and farmers' organizations; international/bilateral organizations, including the World Bank, United Nations Human Settlements Programme (UN-HABITAT), German Agency for Technical Cooperation (GTZ), Millennium Challenge Corporation (MCC); and the private sector. In particular, the grant aims to improve the awareness and capacity of CSOs/farmers' organizations to engage in the process, as well as to strengthen partnerships among the various stakeholders involved.
11. The programme will be implemented over a 2 1/2-year period and will comprise four main components:
  - (a) **Multi-stakeholder discussion on the requirements of the voluntary guidelines.** A series of consultations will be organized, involving stakeholders from all regions, representatives of governments, CSOs (including ILC members and farmers' organizations) and the private sector, including:

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<sup>1</sup> L. Cotula, S. Vermeulen, R. Leonard and J. Keeley, *Land Grab or Development Opportunity?* (London/Rome: FAO, IIED and IFAD, 2009), p. 11; FAO, "From Land Grab to Win-Win", *Economic and Social Perspectives Policy Brief 4* (June 2009), p. 2; J. von Braun and R. Meinzen-Dick, "Land Grabbing' by Foreign Investors in Developing Countries: Risks and Opportunities", *IFPRI Policy Brief* (13 April 2009), pp. 2-3.

Regional consultation meetings for southern Africa, eastern Europe, eastern and western Africa, the Near East, Latin America and the Caribbean, and Asia and the Pacific;

- At least three sectoral meetings, including at least two civil society consultation meetings (targeting Africa, Asia and the Americas), and one private-sector meeting (in the United Kingdom). Expert group meetings on themes related to tenure governance, such as indigenous peoples, gender issues, forests, fisheries and water; and
  - Electronic discussion for wider global participation.
- (b) **Preparation and review of an initial draft of the voluntary guidelines.** The draft will be prepared by a committee of stakeholders and will be based on inputs received from the above meetings and electronic discussions. The FAO Land Tenure and Management Unit (NRLA) will be responsible for facilitating and coordinating the process through a secretariat. The draft will be reviewed through:
- Electronic consultations;
  - Civil society consultations; and
  - Regional meetings.
- (c) **Preparation of implementation guides.** Implementation guides will be prepared on themes related to tenure governance, such as indigenous peoples, gender issues, land, forests, fisheries and water, as well as for specific stakeholder groups (such as CSOs).
- (d) **Finalization and adoption of the voluntary guidelines.** A draft of the VGs will be revised by the drafting committee in the light of comments received during the review process. The revised draft will be submitted for review and adoption by appropriate intergovernmental governing bodies in 2011.
12. As part of finalization, a draft action plan for implementation of the VGs will be prepared, addressing such issues as a strategy for implementation (including needs assessments, multiple national entry points, actions, governmental and non-governmental actors, monitoring and evaluation mechanisms, targets and indicators); supplementary guidelines (providing more-technical details on specific aspects when necessary); training and advocacy materials (including on the use of the guidelines); and country action plans (to support countries in implementation).

#### IV. Expected outputs and benefits

13. The main output will be voluntary guidelines on the responsible governance of tenure of land and other natural resources – for adoption or endorsement by governments, including FAO and IFAD member countries, and relevant private-sector and CSOs. The process will increase high-level political awareness and understanding of and support to land tenure issues for rural development and poverty alleviation.
14. Specific outputs include:
- (a) Thematic implementation guides (for themes related to tenure governance, such as indigenous peoples, gender issues, land, forests, fisheries and water, as well as guides serving specific stakeholder groups such as CSOs);
  - (b) A website for the VGs; and
  - (c) Brochures that will be produced and disseminated regularly to partners and stakeholders.

## **V. Implementation arrangements**

15. FAO will manage and implement the programme through a secretariat established in NRLA to oversee the initiative. The secretariat will be led by a senior land tenure officer. NRLA will provide an in-kind contribution through the allocation of staff time of three key officers, an associate professional officer and consultancies.
16. A project steering committee will be established, comprising FAO, IFAD, Finland and Germany, to provide guidance on management of the programme. The committee will meet at least once a year and there will be ongoing consultations through electronic media.
17. A coordination working group will be established, comprising a relatively large number of partners, including: IFAD, the ILC secretariat and members, UN-HABITAT, the World Bank, GTZ, the FoodFirst Information and Action Network (FIAN)/NGO/CSO International Planning Committee for Food Sovereignty (IPC), the International Federation of Surveyors (FIG) and Royal Institute of Chartered Surveyors (RICS). The membership of the group is expected to grow to include additional organizations such as UNDP, the Australian Agency for International Development (AusAID), MCC and the European Commission. The Group will interact electronically at least once a month.
18. FAO will manage and implement the programme in close collaboration with IFAD staff from the Technical Advisory and Policy Divisions and from the interdepartmental thematic group on land issues, which consists of representatives of all regional divisions, the Technical Advisory and Policy Divisions, the Office of the Secretary and the ILC secretariat. In particular, IFAD staff from the regional divisions will ensure appropriate linkages with ongoing projects and programmes.
19. FIAN/IPC will coordinate civil society mobilization, with support from the ILC members and secretariat. The private-sector consultation workshop will be organized in cooperation with RICS and FIG.
20. A full, independent evaluation will be scheduled for the end of the process, unless decided otherwise by the steering committee.

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

21. The total cost of the initiative, including the preparation and dissemination phases of the voluntary guidelines process, is estimated at US\$5,304,400. IFAD will fund US\$1,364,000 of this amount. A small grant (US\$200,000) to finance the initial phase of consultations is already being provided by IFAD.
22. The remaining funding includes: Germany (US\$2,750,000), Finland (US\$350,000), UN-HABITAT (US\$100,000), FAO Multi-Donor Partnership Programme (US\$30,000) and GTZ (US\$100,000). FAO's in-kind contribution amounts to US\$410,400, which represents a commitment of staff time, although the actual amount is likely to be greater.
23. IFAD financing will be used for: contracting technical expertise, workshop travel costs, publications and certain operational costs. IFAD financing will not be used for FAO's fixed personnel costs.

**Summary of budget and financing plan**

(United States dollars)

<i>Type of expenditure</i>	<i>IFAD</i>	<i>Cofinancing</i>	<i>Total</i>
FAO personnel	-	410 400	410 400
Professional services and consultancies	926 350	2 784 068	3 710 418
Travel costs	182 154	216 370	398 524
Publications	80 576	174 278	254 854
Operational costs	174 920	355 284	530 204
<b>Total</b>	<b>1 364 000</b>	<b>3 940 400</b>	<b>5 304 400</b>

## Results-based logical framework

	Objectives-hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
<b>Goal</b>	Contribute to responsible and transparent governance in the management of land and other natural resources, and to the reform of public administration through improved governance.	<ul style="list-style-type: none"> <li>• VGs on responsible governance of tenure of land and other natural resources implemented through adoption in national action plans, land policies etc. by Governments.</li> </ul>	<ul style="list-style-type: none"> <li>• National Action Plans</li> <li>• Policy documents</li> </ul>	<ul style="list-style-type: none"> <li>• The main and potentially significant impacts by the start of 2012 will result from an increased high level political awareness.</li> </ul>
<b>Objectives</b>	<ol style="list-style-type: none"> <li>1.Support the formulation of the VGs for adoption or endorsement by Governments and private sector and CS stakeholders</li> <li>2.Enhance policy dialogue on governance of tenure of land and other natural resources and increase awareness of its importance for poverty reduction.</li> </ol>	<ul style="list-style-type: none"> <li>• Consensus between stakeholders on key elements for pro-poor and pro-vulnerable governance of tenure guidelines and their implementation.</li> <li>• VGs produced and adopted.</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant IGO, Government, private sector and CSO documents.</li> </ul>	<ul style="list-style-type: none"> <li>• There is a high and widespread demand for this type of an international instrument among countries and stakeholder groups.</li> </ul>
<b>Outputs</b>	<ol style="list-style-type: none"> <li>1.VGs on responsible governance of tenure of land and other natural resources and Guides for their implementation.</li> <li>2.Increased high level political awareness, understanding, and support of land tenure issues for development</li> </ol>	<ul style="list-style-type: none"> <li>• VGs and implementation guides</li> <li>• Governance of land tenure issues mainstreamed in land and natural resource policies and programmes.</li> </ul>	<ul style="list-style-type: none"> <li>• Project reporting.</li> <li>• Farmers' organizations reporting.</li> <li>• News reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced global dialogue between stakeholders will result in consensus on the pro-poor and pro-vulnerable governance of tenure guidelines.</li> </ul>
<b>Key Activities</b>	<ol style="list-style-type: none"> <li>1. Multi-stakeholder discussion on the requirements for the VGs.</li> </ol>	<ul style="list-style-type: none"> <li>• 8 Regional and 3 global interest groups assessments and agreement reached in consultative meetings.</li> <li>• 2 civil society meetings and 1 private sector meeting;</li> <li>• Expert group meetings;</li> <li>• Facilitated electronic discussion.</li> </ul>	<ul style="list-style-type: none"> <li>• Regional, professional and civil society assessments and workshop reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Regional and interest group differences will be considered.</li> <li>• Regional and interest group consultations will strengthen ownership of the process.</li> <li>• Innovative experiences could inform the guidelines</li> </ul>
	<ol style="list-style-type: none"> <li>2. Preparation and review of an initial draft of the VGs, based on inputs received in meetings, workshops and electronic discussions and an outcome of conclusive expert group consultation.</li> </ol>	<ul style="list-style-type: none"> <li>• First draft of VGs on tenure of land and other natural resources.</li> <li>• Several separate electronic reviews produced.</li> <li>• Reviews at Regional Conferences</li> </ul>	<ul style="list-style-type: none"> <li>• Draft VGs.</li> <li>• Reports</li> <li>• Regional Conference reports</li> </ul>	<ul style="list-style-type: none"> <li>• The VGs will address concerns from grassroots.</li> <li>• Representative review is ensured by several parallel initiatives.</li> <li>• Relevant Regional Conferences include the VGs review in their agenda.</li> </ul>
	<ol style="list-style-type: none"> <li>3.Preparation of the Implementation Guides.</li> </ol>	<ul style="list-style-type: none"> <li>• Implementation Guides are used by governments and interest groups to prepare national action plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation Guides</li> </ul>	<ul style="list-style-type: none"> <li>• Resources permit the enrolment of professionals from the wide variety of Natural Resource Tenures</li> </ul>
	<ol style="list-style-type: none"> <li>4. Finalization and adoption of the VGs and preliminary preparation for their implementation.</li> </ol>	<ul style="list-style-type: none"> <li>• Second draft VGs</li> <li>• VGs.</li> <li>• Preliminary plan for implementation of Voluntary Guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Revised draft.</li> <li>• Relevant IGO, Government, private sector and CSO reports.</li> <li>• Preliminary implementation plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Securing the endorsement of political leaders is essential for raising the profile of the importance of pro-poor land policies.</li> <li>• Relevant IGO, Government, private sector and CS governing bodies adopt or endorse the VGs.</li> <li>• Resources permit the preparation of a plan for implementation.</li> </ul>

