

Document: EB 2011/LOT/G.7
Date: 27 October 2011
Distribution: Public
Original: English

A



تمكين السكان الريفيين الفقراء
من التغلب على الفقر

/

Deirdre McGrenra

Shantanu Mathur

+39 06 5459 2374 :
gb_office@ifad.org :

+39 06 5459 2515 :
s.mathur@ifad.org :

1

1

3

5

:

-

12

:

-

19

:

-

26

:

-

34

:

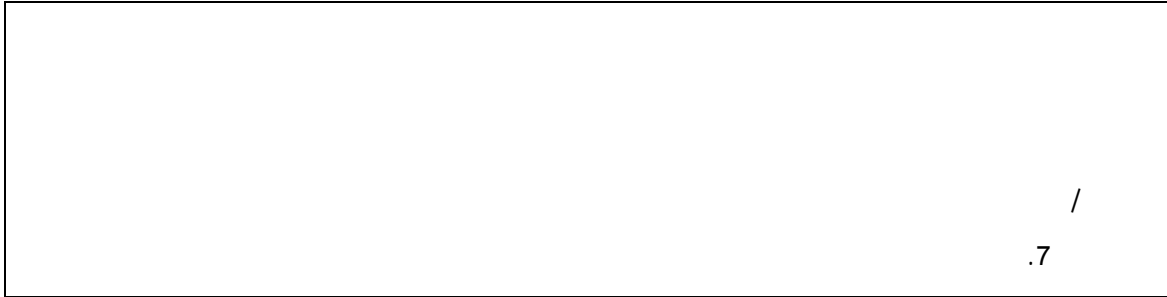
-

42

:

-

-



/

9.1

-1

-2

(1)

(2)

(3)

(4)

(5)

:

(6)

-3

-4

/

2009

/

() :

-5

()

()

()

-6

"

(1)

()

"

)

.(

"

"

(2)

() () ()

(3)

"

() ()

"

"

" :

2011

(4)

() ()

- (5)
() () ()

() (6)

.()

: -7
:

(1 800 000)

(1 200 000)

:

:

18

(1 300 000)

:

(1 500 000)

.

:

-

(

.

:

-

(1 800 000)

.

:

-

-1

2012

-2

(1) :

(2)

-

(3)

-

-3

-

-4

:

()

-

()

:

-5

(1)

(2)

(3)

(4)

(5)

:

-6

() :

()

:

()

()

() :

()

-

:

-7

/

()

()

/

()

/

()

()

()

()

()

()

:

:

()

()

:

-8

()

()

()

()

-

-9

.1957

-10

-11

-12

-13

			-
71	1 800 000		-14
	29	800 000	
		()	
300	302		1
164	330	/	2
175	382		3
81	175		4
45	425		5
35	186		6
800	1 800		

Results-based logical framework

	Objectives-hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
Goal	Improve the livelihoods of family farmers through the adoption of relevant and effective policy measures and instruments	Increased income levels of family farmers in programme countries Reduced malnutrition (RIMS indicators)	National Living Standards Measurement Surveys RIMS surveys conducted by the IFAD projects in the participating countries	
Objectives	(a) Support the formulation, within national contexts, of relevant public policies aimed at developing family farming, ensuring food security and alleviating rural poverty (b) Further South-South cooperation involving national governments, multilateral and bilateral agencies and organizations of family farmers	40 policies adopted and legislative instruments enacted 30 per cent of public investments in agriculture in MERCOSUR go in support of family farmer groups 2.4 million family farmers participating in public procurement schemes 10 policies or projects adopted and or adapted in other non-MERCOSUR countries 10 innovative solutions scaled up within the MERCOSUR area and in participating countries	Official legislative records National budgets CMG approved resolutions - National Family Farming Registries National Agricultural Census Programme supervision and evaluation report	No significant policy changes within MERCOSUR countries and conducive policy environment in other participating countries outside of the MERCOSUR region Stable macroeconomic policies in MERCOSUR and other participating countries
Outputs	Scaled up policies and instruments in favour of family farming within an expanded MERCOSUR area Expanded exchanges of policies, instruments and existing institutional arrangements with other countries and regions in the context of South-South cooperation	12 regional and/or national studies on strategic public policies for governments and family farming organizations; 12 workshops analysing policies and/or initiatives implemented in favour of family agriculture with the participation of representatives of social organizations and government; 18 technical exchange missions in support of implementation of relevant policies; 3 agreements with academic institutions; 3 analytical papers on main policy areas. 8 exchange missions between representatives of MERCOSUR governments and organizations and those of countries in other participating countries/regions; 8 formal working meetings between officials responsible for family farming with outputs systematised and published	Programme supervision, evaluation reports; Programme annual reports Service contracts and reports - Mission reports Learning events and participant's self-evaluation questionnaires Learning event reports	Continued political commitment of participating countries in furthering family farming approaches
Key activities	(i) conduct country studies; (ii) carry out thematic workshops; (iii) undertake technical exchange missions; and exchange missions and (iv) disseminate knowledge and experiences	60 studies, workshops, exchange missions, analytical papers and 40 policies adopted and enacted upon	Legislative records, government publications, REAF summary records and programme annual progress reports	Existence of counterpart funding

:

-

-1

-2

-3

/

-4

-5

	-
	-6
()	
	-7
(2) () (3) (1) :	
() ()	
()	-8
()	
()	
	-9
	-10
	-11
() - ()	

	-
	-12
:	-13
- /	()
	()
	-14
:	-15
	:
:	-
)
	-
	-
	-

•

:

—

—

—

/

—

—

/

—

—

—

:

—

—

—

—

)

(

—

—

—

—

—

•

-

:

-16

•

•

•

•

-

-17

-18

-

1.2

-19

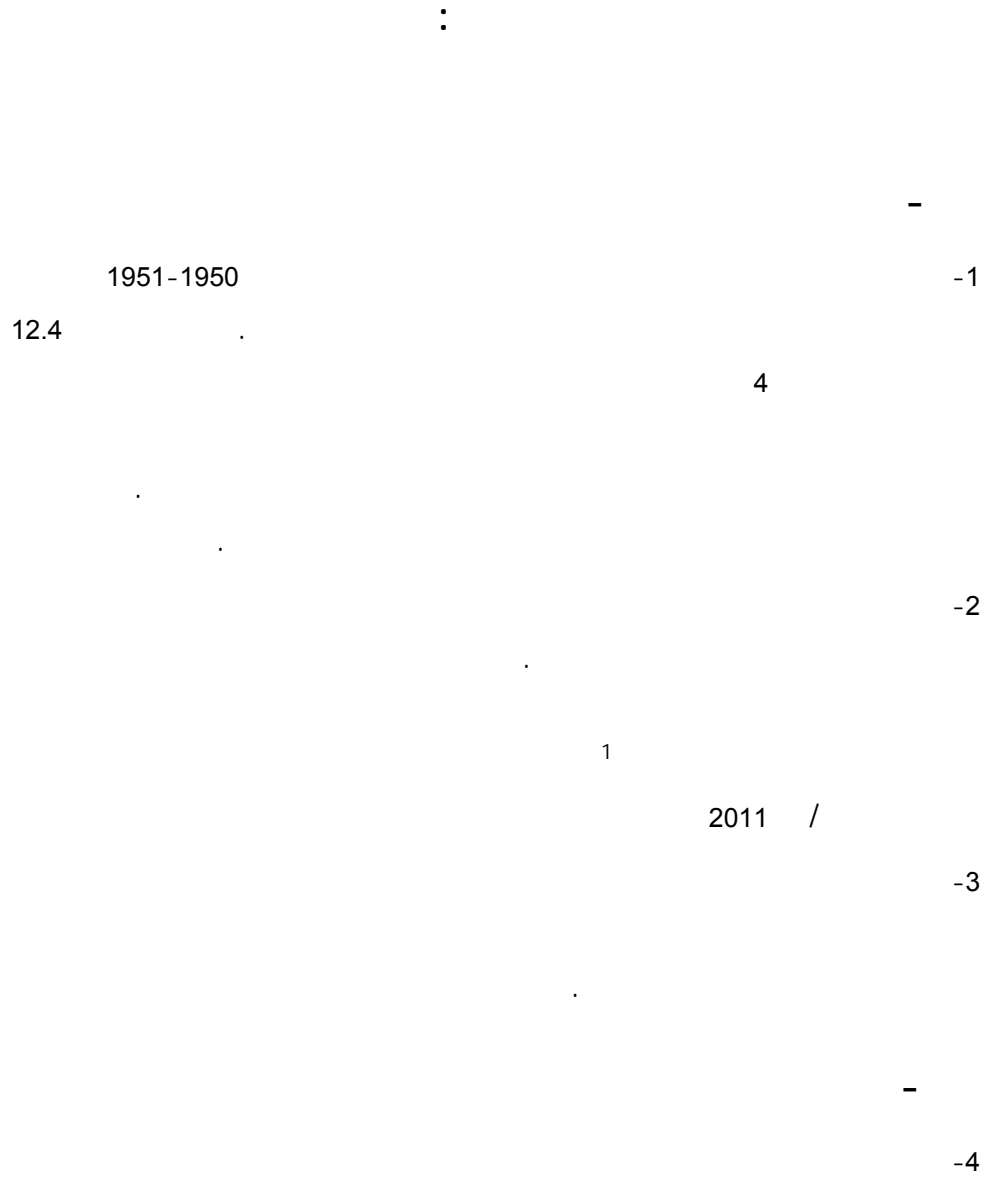
0.47

()

178	214		1
	174	/	2
	26		3
182	550		4
110	60		5
	107	/	6
	69		7
470	1 200		

Results-based logical framework

	Objectives-hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
Goal	Improved livelihoods of rural poor communities in disadvantaged areas of BiH and Albania by piloting the use of renewable energy technologies	<ul style="list-style-type: none"> - Reduction of energy costs of participating communities - Increase in revenues of SMEs operating in agribusiness and ecotourism using renewable energy technologies 	<ul style="list-style-type: none"> - Survey results - Programme data results 	
Objectives	<ul style="list-style-type: none"> -Renewable energy technologies adopted by rural poor communities for increasing efficiency in energy consumption at household/community level which will lead to increase competitiveness of SMEs operating in agribusiness and eco-tourism -Promotion at national and local levels the adoption of clean energy policies and programmes 	<ul style="list-style-type: none"> - Production of renewable energy at domestic level from identified technologies to reach at least 20 per cent of the targeted household annual consumption after three years - At least 80 per cent of piloted renewable energy programmes functioning after programme completion 	<ul style="list-style-type: none"> - Official documents on energy policy - Programme data and documents - Evaluation and survey results 	<ul style="list-style-type: none"> - International donor community promote increased investments in renewable energies - Increased national engagement to promote renewable energies
Outputs	<ul style="list-style-type: none"> - Renewable energy technologies in national programmes and policy frameworks promoted - National and local managerial staff familiarized in renewable energy promotion and usage - Small-scale plants at household, community and SME level constructed and tested to support the local rural economy of piloted target areas - Rural disadvantaged households and SMES aware and convinced on the importance of renewable energy programmes and initiatives 	<ul style="list-style-type: none"> - 70 managerial staff at national and local level has increased competencies in renewable energy promotion - New policies and programmes for promoting the use of renewable energies are designed and discussed at national and local level - 208 small plants designed, constructed and tested at household level and 4 plans at community level supporting local rural economy of programme target areas -At least 140 small plants at household level for heating system usage -At least 68 small plants installed for agribusiness and eco-tourism SMEs -At least 10 per cent of the local target population is aware of the opportunities of using renewable energies 	<ul style="list-style-type: none"> - Programme documents and reports - Baseline survey at local community and household level - Final M&E results 	<ul style="list-style-type: none"> - Active involvement of national and local institutions in programme activities - Cost of energy not decreasing, making the pilot initiatives economically inefficient
Key activities	<ul style="list-style-type: none"> - Analyse national policies/programmes frameworks and produce guidelines for promotion of renewable energies - Capacity-building programmes to increase competencies of national and local level managerial staff in renewable energy promotion - Test and use of renewable energy technologies in pilot rural areas - Conduct awareness raising campaigns on the importance of renewable energies programmes 	<ul style="list-style-type: none"> - 2 assessments on national policy framework on renewable energies and least 13 guidelines for promotion of renewable energies defined at local level - In consultation with IFAD, at least 13 MoU are signed with the local municipalities participating in the programme -2 trainings and technical assistance provided to 70 managerial staff of local and national institutions -2 awareness-raising campaigns on the importance of renewable energies programmes/initiatives carried out involving 3,000 students, 1,000 households, 500 agribusiness and eco-tourism SMEs and 100 staff of local institutions 	<ul style="list-style-type: none"> - Programme reports and documents - Baseline survey results - M&E data 	<ul style="list-style-type: none"> - National and local institutions endorse renewable energy programmes, and actively participate in programme activities



¹ وحدة تحليل الأمن الغذائي والتغذوي: تم الإبلاغ في الصومال عن معدلات سوء تغذية تتراوح بين 30 بالمائة وتصل في حدها الأعلى إلى 50 بالمائة في مناطق من جنوب الصومال.

-5

-6

()

-7

(1) : ()

(2) (10)

35)

(3) (

(25)

-8

			-
			-9
4 050			
			-10
	:	18	-11
	2 000	:	
		/	
			-12
	()
			-13
		/	
		:	
		.(1 400)	
			-14
	()	
			-15

() .

(2)

(1) :

-16

COOPI

:

-17

()

-

:

-18

1 400

:

(1)

()

:

2 000

:

(2)

/ :

()

:

(3)

:

:

8

•

200

500

•

5	100	6	•	
			•	
				-
				-19
				-20
				-
1.0		1.3		-21
		0.3		
			()
<hr/>				
		160.6		1
		149.4		2
		488.5		3
		59.6		4
		190.4		5
		32.0		6
		5.0		7
		38.3		8
		91.2		9
		85.0		10
		1 300.0		
<hr/>				
130			(70)
		6.5		

Results-based logical framework

	Objectives-hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
Goal	Improved food and nutrition security and restored livelihoods of drought-affected population	(Improved) Targeted households' food insecurity access scale	Survey results	Political, social and economic stability adequate at an operational level
Objectives	Restored agricultural and livestock production of drought affected target beneficiaries	SOMALIA: Number of farmers accessing and using the strategic stores; Target: 2,000 Number of livestock owners with livestock preserved; Target: 1,400 DJIBOUTI: Percentage of rehabilitated water points effectively used by targeted beneficiaries; Target: 100 per cent	Surveys Quick rapid appraisal tools for measuring effectiveness	Political, social and economic stability adequate at an operational level
Outputs	SOMALIA - Improved fodder production in targeted areas benefiting 1,400 households -Improved storage capacity and facilities for grain and seeds for 2,000 farmers DJIBOUTI - Improved availability of drinking water (for both human and animal consumption) and grazing through the rehabilitation of ground water catchment facilities for 650 households	SOMALIA -1,400 livestock owners who have benefited from livestock assistance -2,000 farmers who have benefited from the improved storage facilities four, and four management committees trained DJIBOUTI - Six underground cisterns rehabilitated/created Eight water points rehabilitated/created -650 households who have received from the benefiting from livestock water trucking (target: 2,500 households)	Programme monitoring data	Political, social and economic stability adequate at an operational level; funds are received in a timely manner Implementing partners easily access programme areas for implementation and monitoring; programme stakeholders participate actively and are in agreement with programme objectives and goals
Key activities	SOMALIA - Distribution of inputs (seeds, harvesting tools, fuel), technical assistance on fodder production - Construction/rehabilitation of storage facilities - Training of farmers in improved post-harvest storage methodologies and community-based storage management - Conducting a study on the lessons learned/best practises on post-harvest storage methodologies DJIBOUTI - Rehabilitation and construction of water harvesting facilities points for pastoral communities - Rehabilitation and improvement of deepen wells - Provision of inputs for water transport	Fodder production seeds, harvesting tools and fuel, basic construction materials, trainers, consultants Funds: US\$1 million Construction materials, tools, inputs such as plastic containers as well as trainers, Funds – US\$300 000	Monthly financial monitoring data Reports from contractors	Social and economic stability adequate at an operational level Government's agricultural policy environment remains conducive to programme implementation

:

-

2006

-1

2009

2017

-

-2

-3

(1) :

(4)

(3)

(2)

-4

)

-5

(

-

-6

-7

30

2

-8

² لا بد من تأمين التمويل الضروري كمرحلة لاحقة من الصندوق أو المانحين الآخرين.

-9

(1) :

(3)

(2)

(5)

(4)

الثالث

(1) :

(2)

() .(

: •

()

-

: -10

-
-
-
-

-11

-

-12

.2012

-13

-14

-15

()

:

1.5

-16

-17

		()	
269			1
175		(/)	2
9			3
113		()	4
74			5
229		()	6
514		()	7
117	(%7)		8
1 500			

Results-based logical framework

	Objectives hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
Goal	To strengthen the capacity of East African national farmers' organizations (FOs) and EAFF to mobilize, retain and represent members and to provide services to them.	<ul style="list-style-type: none"> - FOs' increased membership by 10 per cent - Increased membership satisfaction - Increase in quality and quantity of services delivered by 5 per cent - Increased resource mobilization by 10 per cent 	<ul style="list-style-type: none"> - Membership records - Annual FOs survey - Quarterly programme progress reports highlighting service provision and products delivered - Annual financial reports 	
Objectives	To strengthen EAFF and national FOs' institutional development by supporting the development and integration in their organizations of an efficient knowledge management and learning system.	<ul style="list-style-type: none"> - Effective knowledge management system from national FOs to EAFF connected to other knowledge networks with 25 per cent of EAFF members connected - >50 per cent of staff at all levels have access to data, information and knowledge - Time taken to obtain information, data and knowledge at all levels reduced by half - EAFF facilitates learning and institutional development of its members - IFAD-funded investment projects increasingly receive support in farmer-based learning, innovation and knowledge management 	<ul style="list-style-type: none"> - Project progress reports - Supervision missions and grant status reports - End-of-project learning publications - Project completion reports 	Country's favourable political and economic conditions
Outputs/ outcomes	<p>Component 1: institutional culture supportive of continuous learning and knowledge-sharing instilled.</p> <p>Component 2: a strong professional cadre to strengthen knowledge-sharing and learning across FOs established.</p> <p>Component 3: sustainable knowledge management and vertical and horizontal information flows strengthened also for IFAD-funded projects.</p> <p>Component 4: innovation culture empowered and innovations captured and disseminated across FOs.</p>	<ul style="list-style-type: none"> - Job descriptions include knowledge management - Reduced staff turnover and increased staff satisfaction - Meetings/workshops conducted in a democratic and equalitarian way - Services efficiently provided to farmers - Efficient sharing of knowledge and innovation with IFAD-funded investment projects - Employed staff skilled in priority areas - Pool of skilled facilitators in place - Timeliness in providing accurate information and data - Better communication and well-packaged learning products and documented practices - Innovative practices, approaches and technologies captured, disseminated and scaled up 	<ul style="list-style-type: none"> - FOs' employment records - Meeting minutes and participants lists - FO surveys - IFAD project reports, curricula vitae and terms of reference; Project progress reports - EAFF website - FOs' annual reports - Members' database reports - Supervision missions and grant status reports - CoP e-mails and meetings - Print and electronic 	<p>FOs' leadership and management willing to integrate knowledge management and learning system and processes in their organizations</p> <p>FOs' staff determined to adhere to new knowledge management system and learning process</p> <p>FOs' members feel empowered to start changes</p> <p>Farmers' needs understood and accommodated</p>

			communication products	
Key activities	<p>Component 1: Workshops, training and coaching</p> <p>Component 2: Coaching, establishment of CoP, virtual and face-to-face meetings, publication and dissemination of synthesis.</p> <p>Component 3: Training, assessments, facilitation meetings, communication among FOs and partners, visits to farmers.</p> <p>Component 4: innovation competition, communication events and publications.</p>	<ul style="list-style-type: none"> - number of staff at all levels trained, of which at least 30% women - Number of workshops, training courses and facilitation meetings organized - Number of CoP syntheses prepared and disseminated - Number of communication events and publications prepared and disseminated -Number of assessments conducted -Number of meetings and visits to farmers -Number of innovations scouted for, packaged and disseminated - Number of innovation competitions conducted 	<ul style="list-style-type: none"> - Trainings and meetings attendance lists - Training material - FO and EAFF communication and documentation materials, newsletters, webpages, publications - Project progress reports - Supervision missions and grant status reports 	<p>Members of FOs at all levels are aware of the knowledge management and learning system</p> <p>Appropriate means of dissemination adopted both electronically and in print</p>

	:		
		-	
			-
	.2003		-1
	(1) :	3	
(2)			
			-2
			-3
			-4

³ هؤلاء الشركاء هم المركز الدولي للتطوير والبحوث وهو منظمة غير حكومية فرنسية؛ ومبادرة MicroSave Africa وهي مبادرة من قبل عدة جهات مانحة من أجل توفير الخدمات المالية في المنطقة (وقد حلت محلها فيما بعد مبادرة الخدمات المالية اللامركزية)؛ وصندوق غاتسبي الاستثنائي في كينيا، وهو منظمة غير حكومية كينية متخصصة في إدارة المشاريع الإنمائية، وقد حلت محلها في وقت لاحق الرابطة الأفريقية للانتماء الريفي والزراعي كطرف متلق للمنحة.

-5

-6

-7

-

-8

-9

-10

(1)

(2)

(3)

(CARP)

)

.(

30

/

:

(1)

(1) :

(2)

(2)

:

(3)

-

:

-11

•

•

•

•

•

-

-12

/

	-
1.5	-13
/	-14
2.5	-15
)	1.5
(5 5 40 50

()			
0	475	()	1
0	70		2
0	5		3
138	118		4
21	204		5
29	260		6
812	263		7
0	105	(7)	8
1 000	1 500		

Results-based logical framework

	Objectives-hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
Goal	To raise the income and standard of living of poor rural communities in the ESA region	number of poor rural communities with increased income and standard of living	Poverty statistics Statistics by governments and donors	
Objectives	To improve access to affordable, appropriate and sustainable financial products and services for poor rural communities in the ESA region	Increased and more diversified financial services accessible to the rural poor in the programme areas	M&E reports of RF programmes	Minimum level of social, political and economic stability in programme areas
Outcomes/ outputs	Performance of IFAD-supported RF initiatives in ESA and of other RF programmes and projects in the region and elsewhere improved More and better designed and implemented action-based research in RF More effective knowledge-management and increased awareness of RF activities, experiences and best practices, of associated key policy, etc. More effective knowledge-brokerage services More and productive partnerships between IFAD-supported initiatives and key partners	- Continued and improved programme implementation support and improved project design - Improved services to rural poor by participating financial institutions - Continued demand for services from RF programmes and others - Increase in the number and quality of innovative best practices and RF models for dissemination to policy makers and practitioners - Knowledge products packaged and disseminated to support the design of innovative RF methodologies and tools in the region and the documentation of innovations and best practices by IFAD-supported initiatives and the broader development community - Faster and wider incorporation of RF methodologies, tools and best practices into policy and on-the-ground implementation	RF programme reports (progress, supervision reports) KMP progress reports KMP technical review reports KMP supervision report RF staff's feedback	Active participation of IFAD's RF programmes and back-up support from IFAD headquarters
Key activities	1.1. Implementation support services 1.2. Cross-programme linkages and exchanges 1.3. Advanced-learning capacity 2.1. Action research on key issues in RF 2.2. Matching grants 2.3. Packaging RF models 2.4. Paper presentations 3.1. Commercial outreach intelligence services 3.2. Peer to peer learning website 3.3. Tools and technical guidance site	number of implementation support missions number of requests for Service Desk support number of exchanges between RF programmes number newsletters and thematic research papers disseminated number of action research studies completed number and quality of finance models packaged number and size of partnerships built around IFAD-promoted models Information on RF gathered, selected and packaged volumes of fees paid number of paying registered members of the website number of tools and learning models developed	KMP progress reports RF programmes reports Newsletters, papers prepared Investors' documents Partnerships' MOU and reports KMP technical review reports KMP supervision report Papers produced Website statistics	Ability of RF programme to procure Service Desk support Continued interest in the investment community to invest in RF Capacity of KMP and IFAD to lead/pioneer the partnership formation process

:

-

-

-1

2008

-2

-

-3

-4

12

32

125

-5

-6

-

-7

-8

()

-

: -9

. -10

-11

- (4)

:

)

(

-12

:

:

:

4

()
)

(

-

:

-13

•

•

•

•

•

/

•

•

•

/

•

•

•

•

-
-
-

/
/

-

-14

)

(/

40 60

" "

-15

5

-16

-

1.8

-17

1080-AFRACA

1035-WARF

5

-18

/

50/50

()

480		1
70	()	2
12		3
215		4
233		5
501		6
145		7
144	(% 8)	8
1 800		

Results-based logical framework

	Objectives-hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
Goal	IFAD-supported projects in East and Southern Africa have better results	- Perceptions of project staff on how KM and learning-oriented M&E have influenced project performance and results	Surveys/interviews of project staff	
Development objective	IFAD-supported projects and related government departments have built in the continuous capture and analysis of knowledge, experiences and lessons from practice and use them to improve performance	- Project/programme quality and effectiveness is increasing continuously and mistakes are not repeated - Up-to-date information/knowledge about projects/programmes/technical issues is available, easily accessible and used by IFAD and partners	Project reports Project Status Reports Portfolio reviews Evaluations Stories	Commitment by IFAD Management and governments is sustained
Outcomes	1. Learning-oriented M&E, information management and communication are linked in a KM system that supports learning and adaptation in project management	- 50 per cent of projects continuously and rapidly learn from their experiences/lessons and improve their effectiveness and efficiency to reach impacts - M&E systems support collection and analysis of qualitative and quantitative data to inform planning and decision-making - Critical reflection meetings held regularly - Annual workplan and budget (AWP/B) process draws on lessons learned - Modified procedures/processes for M&E, planning and info. management	Reports from reflection and re-planning events AWP/Bs, websites, M&E reports Project reports, terms of reference, design and supervision reports	Institutional memory is retained in government departments and country teams
	2. Networking, knowledge sharing, learning and collaboration are commonplace across levels, projects and countries	- Regional information/knowledge platforms (e.g. CoPs) foster sharing across projects, other institutions and levels - Knowledge products and guidelines support projects - Lessons-learned documents - Communication strategy - Regional implementation workshop is	Websites, fora, platforms Guidelines Reports and evaluations from regional implementation workshop (RIW) Assessments by projects	IFAD provides resources for projects to prioritize KM&L activities

		utilized as a knowledge-sharing event		
	3. Capacities, networks and tools for KM developed, and institutional arrangements are in place	<ul style="list-style-type: none"> - Documented pilots that have tested the improved processes integrating KM&L (e.g. project design, start up, implementation support, etc.) in four countries - Availability of experts who can provide high-quality, relevant KM&L services in the region - Emergence of a coherent system integrating all levels of operation 	Case studies and project reports Training reports Concept notes	
	4. Outcomes and impacts of KM&L are assessed and communicated widely	<ul style="list-style-type: none"> - Informed judgment of the KM&L initiative by IFAD Management and staff - More investment in KM&L in IFAD - IFAD's KM&L methodologies recognized and used by other actors 	IFAD portfolio reviews, project reports personal assessments / surveys	Results of KM practice show desired return on investment Sustained interest by IFAD Management
Key activities	<p>Component 1: Regional learning and sharing workshops; coaching and mentoring; facilitation skills training in projects</p> <p>Component 2: Establish regional CoPs and information platforms; facilitate RIW; strategic communication</p> <p>Component 3: Pilots to improve processes (projects and government departments); develop knowledge products; develop capacity for KM and networking; develop a pool of experts who can support IFAD projects</p>	<p>number of workshops, facilitation skills training meetings organized</p> <p>number of CoP syntheses prepared and disseminated</p> <p>number and range of knowledge/communication products</p> <p>Programme KM/M&E system in place</p> <p>Quality of professional KM support to projects</p>	<p>Workshop reports</p> <p>Feedback on in-country coaching</p> <p>RIW documentation</p> <p>Communication strategy/plan</p> <p>KM/M&E plan</p> <p>Documented lessons</p> <p>Publications</p> <p>CoP exchanges</p> <p>Surveys</p> <p>Progress reports</p> <p>Supervision reports</p>	