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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**

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**For: Approval**

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## Abbreviations and acronyms

5Ps	pro-poor public-private partnerships
AFRACA	African Rural and Agricultural Credit Association
CEN	Central and Eastern Europe and Newly Independent States
CGIAR	Consultative Group on International Agricultural Research
CPM	country programme manager (IFAD)
ESCAP	Economic and Social Commission for Asia and the Pacific
FFP	Farmers Fighting Poverty (AgriCord programme)
FOs	farmers' organizations
ICRAF	World Agroforestry Centre
IEP	Institute of Peruvian Studies
LAC	Latin America and the Caribbean
M&E	monitoring and evaluation
MCSP	Management Capacity Support Programme
PICO	Institute for People, Innovation and Change in Organisations
PROCASUR	Regional Programme for Rural Development Training
RKN	Rural Knowledge Network Project in East and Southern Africa
SCAPEMA	Strengthening Support Capacity for Enhanced Market Access and Knowledge Management
SNV	SNV Netherlands Development Organisation
WARF	West Africa Rural Foundation

## **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 7.

## **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 8 proposed grants for agricultural research and training to non-Consultative Group on International Agricultural Research (CGIAR)-supported international centres in the amount of US\$10.67 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: AgriCord; Economic and Social Commission for Asia and the Pacific (ESCAP); Songhai Centre; VU-Windesheim Association; West Africa Rural Foundation (WARF); Institute for People, Innovation and Change in Organisations (PICO)-Eastern Africa; Regional Programme for Rural Development Training (PROCASUR); and Institute of Peruvian Studies (IEP).
2. The documents of the grants for approval by the Executive Board are contained in the annexes to this report:
  - (i) AgriCord: Capacity-building for Farmers' Organizations involved in IFAD Country Programmes;
  - (ii) ESCAP: Leveraging Pro-poor Public-Private Partnerships (5Ps) for Rural Development – Widening Access to Energy Services for Rural Poor in Asia and the Pacific;
  - (iii) Songhai Centre: Rural Youth and Agricultural Business Development in West and Central Africa;
  - (iv) VU-Windesheim Association: Supporting Farmer-managed Natural Regeneration in the Sahel;
  - (v) WARF: Support to Improve IFAD Project Performance in West and Central Africa;
  - (vi) PICO-Eastern Africa: Network for Enhanced Market Access by Smallholders (NEMAS) in East and Southern Africa;
  - (vii) PROCASUR: Learning Routes: A Knowledge Management and Capacity-building Tool for Rural Development in East and Southern Africa; and
  - (viii) IEP: Young Rural Women in Latin America in the Twenty-first Century.
3. The objectives and content of these applied research programmes are in line with IFAD's evolving strategic objectives and the IFAD Policy for Grant Financing.
4. The overarching strategic goal that drives the revised IFAD Policy for Grant Financing, which was approved by the Executive Board in December 2009, is to promote successful and/or innovative approaches and technologies, together with

enabling policies and institutions, that will support agricultural and rural development by empowering poor rural women and men in developing countries to achieve higher incomes and improved food security.

5. The policy aims to achieve the following outputs: (a) innovative activities promoted and innovative technologies and approaches developed in support of IFAD's target group; (b) awareness, advocacy and policy dialogue on issues of importance to poor rural people promoted by, and on behalf of, this target group; (c) capacity of partner institutions strengthened to deliver a range of services in support of poor rural people; and (d) lesson learning, knowledge management and dissemination of information on issues related to rural poverty reduction promoted among stakeholders within and across regions.
6. The proposed programmes are in line with the above-mentioned goal and outputs, as follows:
  - (a) The overall goal of the programme for Capacity-building for Farmers' Organizations involved in IFAD Country Programmes is to facilitate the contribution of farmers' organizations (FOs) to improving the lives of farmers around the world, by building the organizational capacity of FOs so that they better address the problems facing poor farmers locally and participate more fully in national and international forums dealing with agricultural issues.
  - (b) The proposed programme for leveraging Pro-poor Public-Private Partnerships (5Ps) for Rural Development – Widening Access to Energy Services for Rural Poor in Asia and the Pacific aims to promote innovative approaches and technologies to improve poor rural communities' access to energy services in order to raise their productivity and improve their livelihoods. It is consistent with the objective of the regional grant strategy for Asia and the Pacific to support innovations that improve productivity and sustainability of smallholder agriculture.
  - (c) The proposed programme for Rural Youth and Agricultural Business Development in West and Central Africa is designed to support the regional scaling up of activities by the Songhai Centre to promote access by young people, men and women to appropriate entrepreneurial, leadership and management skills for effective participation in the creation of viable agribusiness enterprises. The activities will strengthen Songhai Centre core capacities to serve as a platform to develop a network of agricultural youth training centres and linkages to development projects.
  - (d) The goal of the proposed programme for Supporting Farmer-managed Natural Regeneration in the Sahel is to support food security in the Sahel region of West Africa by expanding the application of climate adaptation practices in poor rural communities. The programme will increase the capacity of IFAD-financed projects and their implementation partners to influence public policy and investment decisions in support of re-greening as a principal livelihood support and climate adaptation strategy.
  - (e) The overall goal of the Support to Improve IFAD Project Performance in West and Central Africa programme is to reinforce project management and implementation capacities of personnel of IFAD funded projects in West and Central Africa, and enhance the exchange of experiences and good practices to maximize their contribution to poverty reduction.
  - (f) The Network for Enhanced Market Access by Smallholders (NEMAS) in East and Southern Africa programme is expected to significantly contribute to improving knowledge and understanding by IFAD and its partners about what constitutes successful and innovative approaches, enabling policies and institutions in the broad area of agricultural marketing in East and Southern Africa. The new network will take an innovative, inclusive approach to

strengthening capacity for learning and knowledge networking, and will support achievement of three of the grant policy's outputs: promoting innovative activities and approaches, strengthening the capacity of partner institutions to deliver services to the poor, and promoting lesson learning, knowledge management and dissemination of information on issues related to rural poverty reduction.

- (g) The goal of the Learning Routes: A Knowledge Management and Capacity-building Tool for Rural Development in East and Southern Africa programme is to increase knowledge and capacity for adopting and scaling up best practices and innovations among IFAD stakeholders in East and Southern Africa. The proposed grant addresses all of the specific objectives of the policy and is also consistent with the objectives of the IFAD Strategy for Knowledge Management.
- (h) The overall goal of the proposed programme for Young Rural Women in Latin America in the Twenty-first Century is to ensure that policymakers and rural development project managers and staff are better informed of the characteristics, capabilities and expectations of young rural women and take advantage of this new knowledge to improve policy and project design and implementation and make them more relevant. The programme will also be a key input for informing policy in the region.

## **Part II – Recommendation**

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

RESOLVED: that the Fund, in order to finance, in part, the programme for Capacity-building for Farmers' Organizations involved in IFAD Country Programmes, shall make a grant not exceeding one million five hundred and fifty thousand United States dollars (US\$1,550,000) to AgriCord 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, Leveraging Pro-poor Public-Private Partnerships (5Ps) for Rural Development – Widening Access to Energy Services for Rural Poor in Asia and the Pacific, shall make a grant not exceeding one million three hundred and fifty thousand United States dollars (US\$1,350,000) to the Economic and Social Commission for Asia and the Pacific (ESCAP) 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, Rural Youth and Agricultural Business Development in West and Central Africa, shall make a grant not exceeding one million eight hundred thousand United States dollars (US\$1,800,000) to the Songhai Centre 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 Supporting Farmer-managed Natural Regeneration in the Sahel programme, shall make a grant not exceeding one million two hundred and twenty thousand United States dollars (US\$1,220,000) to the VU-Windesheim Association for a two-year programme upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board herein.

FURTHER RESOLVED: that the Fund, in order to finance, in part, the Support to Improve IFAD Project Performance in West and Central Africa, shall make a grant not exceeding one million United States dollars (US\$1,000,000) to the West Africa Rural Foundation (WARF) 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 Network for Enhanced Market Access by Smallholders (NEMAS) in East and Southern Africa, shall make a grant not exceeding one million five hundred thousand United States dollars (US\$1,500,000) to the Institute for People, Innovation and Change in Organisations (PICO)-Eastern Africa 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, Learning Routes: A Knowledge Management and Capacity-building Tool for Rural Development in East and Southern Africa, 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 Young Rural Women in Latin America in the Twenty-first Century programme shall make a grant not exceeding seven hundred and fifty thousand United States dollars (US\$750,000) to the Institute of Peruvian Studies (IEP) 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.

Kanayo F. Nwanze  
President

# **AgriCord: Capacity-building for Farmers' Organizations involved in IFAD Country Programmes**

## **I. Background**

1. Since the launch of the Farmers' Forum process in 2006, IFAD and national farmers' organizations (FOs) in developing countries have strengthened their partnership considerably and the amount of direct financial support to FO capacity-building programmes has increased tenfold. In the 2008-2009 period, FOs were involved in 83 per cent of IFAD's country strategic opportunities programmes (COSOPs) and in 70 per cent of project design processes.<sup>1</sup> The Farmers' Forum and IFAD Management acknowledged in 2010 that this trend is resulting in "better projects and more sustainable benefits to smallholders" but that more and better involvement is needed. The proposed programme is aimed at seizing the potential of this "partnership in progress" using a two-pronged approach in selected countries in sub-Saharan Africa and in the Central and Eastern Europe and Newly Independent States (CEN) region.
2. For AgriCord, this programme builds on its Farmers Fighting Poverty (FFP) programme, a comprehensive effort to strengthen the key competences of FOs in developing countries. The FFP programme will provide the foundation on which the grant programme's specific interventions will be built. The fundamental goal of the FFP programme, now ongoing for three years, is to strengthen producers' organizations to enable them to fully and satisfactorily contribute to rural economic development, equality and democracy. It strives to reach the members of FOs at the local level. The FFP programme is divided into 19 work areas that correspond to the main fields of action of FOs, i.e. the areas in which they need particular support.

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

3. For the partnership between IFAD and selected FOs to work at full potential, FOs need specific resources and technical assistance. This grant responds to specific recommendations emerging from the 2010 Farmers Forum to: increase IFAD's interest in involving FOs in IFAD country programmes; evaluate the impact of support to FOs in relation to their capacities and their contribution to farmers' livelihoods; address the need for African FOs to share experience with FOs from other regions and to be able to participate in meetings and negotiations at the international level; and, in the case of the CEN countries, continue the support to smallholder farmers provided by IFAD-funded investment projects to link them to domestic and international markets by strengthening FOs.
4. The grant programme falls under the third output of the revised IFAD Policy on Grant Financing: capacity of partner institutions strengthened to deliver a range of services in support of poor rural people. It also contributes to the achievement of the policy's second output: awareness, advocacy and policy dialogue on issues of importance to poor rural people promoted by, and on behalf of, the target group.
5. The grant programme will provide financial resources and services through AgriCord and its agri-agencies<sup>2</sup> to national FOs for capacity-building in areas directly relevant to IFAD country programmes. A number of FOs were selected jointly by country programme managers (CPMs) from IFAD's Near East and North Africa Division, IFAD

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<sup>1</sup> Partnerships in Progress - Report to the Global Meeting of the Farmers' Forum in Conjunction with the Thirty-First Session of the Governing Council of IFAD, 11-12 February 2008

<sup>2</sup> Agri-agencies are non-governmental organizations concerned with development cooperation that have structural links to, and in most cases are created by, farmers' and rural organizations in their home countries. See <http://www.agricord.org/agriagencies/aboutagencies>



project staff in the field and related line ministries, and were vetted by AgriCord's agri-exercise and on the basis of the tripartite agreement explained below.

6. Under this common umbrella, the two regions will be served through a two-pronged approach: in sub-Saharan African countries, under component 1 and 2, the agri-agencies will focus on the involvement of FOs in IFAD country programmes; in the CEN countries, under component 3, the programme will explore ways to link FOs to markets through a variety of instruments. The two-pronged approach responds to the different backgrounds, status of agriculture, food security issues and state of FOs found in the two regions and the different roles played by FOs there (for example, in IFAD-funded projects in Armenia, Bosnia and Herzegovina, and the Republic of Moldova – where the grant programme will be implemented – their role in the country programme is quite different from that in sub-Saharan Africa countries).
7. IFAD and AgriCord believe that only by working in partnership can smallholders break out of their isolation, enter new markets and benefit from rural economic growth. Farmers' organizations can provide their poor members with farm and business services, institutional access, confidence and a voice, but they need support to strengthen their capacities. The grant support to AgriCord is intended to build, with the farmers themselves, stronger FOs in the rural areas of the sub-Saharan Africa and CEN regions and help alleviate poverty. All the programme components seek to generate synergies between IFAD country programmes and projects and AgriCord's FFP programme.
8. It is expected that the direct benefits of this programme, in terms of FOs' capacities, will have a positive effect on the relevance, effectiveness and sustainability of IFAD-funded agricultural investment projects in the concerned countries. Stronger linkages between projects and the FO institutional development process will generate a positive feedback loop between grass-roots investments and FO development, and create opportunities for scaling up.

### III. The proposed programme

9. The overall goal is to help FOs contribute to improving the lives of farmers around the world by building their organizational capacity to better address the problems facing poor farmers locally and participate more fully in national and international forums dealing with agricultural issues. The central aim is thus to strengthen the capacity of national organizations to provide services to their members and advocate on their behalf in policymaking.
10. The programme has four components, as follows:
 

**Component 1: Involvement of farmers' organizations in IFAD country programmes in selected sub-Saharan countries**
11. FOs will acquire the skills to allow them to operate properly within IFAD country programmes at different stages (design, implementation). The specific competences needed in each country will be jointly defined in the first programme year, on the basis of opportunities to engage in IFAD country programmes and the menu of deliverables offered by AgriCord through the FFP programme.
 

**Component 2: Monitoring and evaluation of FOs' results and impact in selected sub-Saharan African countries**
12. The results and impact of the support to producers' organizations, in the context of IFAD country programmes, will be assessed and documented. The programme will consider results and impact in terms of (i) access to key services by smallholder women and men farmers, and (ii) farmers' income and livelihood security.
13. In parallel, the programme will help improve methods for (country level) mapping and profiling of FOs.

**Component 3: Linking farmers' organizations in selected countries of the CEN region to domestic and international markets**

14. Support to FOs in Armenia, Bosnia and Herzegovina, and the Republic of Moldova will result in better access to markets and higher incomes for smallholders, empowerment of FO members and stronger partnerships with agri-agencies.

**Component 4: South-South and North-South peer experience sharing and access to decision-makers and international institutions**

15. South-South and North-South peer experience-sharing and regular participation in key events and meetings with national and international institutions will enable FOs and their regional platforms to build and maintain networking and lobbying capacities.
16. The **main target group** at the local level comprises smallholder men and women farmers who are directly or indirectly involved in national FOs in selected sub-Saharan African countries and in three CEN countries. In sub-Saharan Africa (components 1 and 2), the programme will also benefit a wider target group of IFAD country programmes and projects in which FOs participate. In addition, the programme will target farmers' organizations at the national level, a major but often neglected stakeholder in development processes. The programme will have a three-year duration (2011-2013).

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

17. The modus operandi adopted by the grant programme is participatory, demand-led and consensus-based. FOs are grass-roots institutions representing the full gamut of farms. Programme inclusiveness is reasonably secure as these FOs have large-base memberships and are governed by elected bodies. Moreover, the voice and interests of smallholder farmers, a key segment of IFAD's target group, will be fully reflected in the decision-making process pertaining to the allocation of grant proceeds. The National Farmers Federation of Moldova (NFFM), for instance, is an umbrella institution representing farmers' associations, cooperatives and individual peasant farms across the country.
18. Under a **tripartite agreement** between IFAD's CPMs and the FOs and AgriCord's agri-agencies chosen in each country, the type of intervention, services, support and advisory work that agri-agencies will undertake for FOs will be identified, building on their needs and the specific country situation. This approach will have the flexibility to organize, within the framework of the grant programme, interventions in selected countries of both the sub-Saharan Africa and the CEN regions that can adapt to changes occurring in the business, financial and agricultural sectors.
19. The grant programme builds on the experience gathered by AgriCord's agri-agencies in providing support to FOs in developing countries under the **Farmers Fighting Poverty** (FFP) programme. Agencies are broadly in agreement on the areas of intervention in the selected countries, where they will be able to use the expertise and skills developed in the FFP programme's 19 focus areas to good effect. These areas are concerned with strengthening the capacity of FOs to serve their members and develop into well-organized and professional institutions, and to provide services such as input supply, credit, marketing, lobbying and extension. The FFP programme's work areas provide a menu of services from which a mix will be chosen for implementation on the ground by the agri-agencies in support of the selected FOs.
20. Direct outputs of this programme will include exchange of experiences, study trips and workshops, and various types of technical assistance for the FOs. Training modules will be developed on the basis of workplans elaborated through the tripartite consultations in each country. Outputs will also include mapping and profiling of FOs, provision of expertise to FOs for studies, the development of

technical or strategic proposals to IFAD country programmes, and technical and managerial training.

## V. Implementation arrangements

21. AgriCord will be responsible for overall programme management, financial and technical reporting to IFAD and programme coordination. Administrative support will be provided by each Agricord participating agri-agency involved in the programme. Detailed programme activities in each country will be defined with a tripartite agreement between IFAD's country programme managers (CPMs), FOs and AgriCord's agri-agencies.

## VI. Indicative programme costs and financing

22. The total programme budget amounts to US\$2,000,000. IFAD will provide US\$1,550,000. AgriCord will contribute US\$450,000 in cofinancing through its ongoing FFP programme.

### 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)	200	100
Professional services	300	100
Travel costs	70	20
Direct technical assistance to FOs	800	100
Operational costs, reporting and publications	100	80
Administrative costs	80	50
<b>Total</b>	<b>1 550</b>	<b>450</b>

# Results-based logical framework

	Objectives-hierarchy	Objectively verifiable indicators	Means of verification	Risks
<b>Goal</b>	Strengthening smallholder FOs in their capacity to represent and serve effectively their members in the design and/or implementation of IFAD's development programmes and in their effort to access markets in CEN countries.	Level of FOs' participation and integration of FO's recommendations in IFAD country programs and other public programs	Program documents (number of activities)	Deficient Agricultural Policies; Declining public funding for FOs; Internal conflict in FOs; Opposition by Governments
<b>Objectives</b>	<ol style="list-style-type: none"> <li>1. FOs in 8 countries in Africa to acquire appropriate competences that allow them to operate properly within IFAD country programmes at different stages.</li> <li>2. Assess and document the results and impact of producer organizations' engagement in 8 IFAD country programmes.</li> <li>3. Strengthen the technical capacities of FOs in different areas according to their needs in three countries of the CEN region through training and capacity building.</li> <li>4. Build and maintain FOs' networking and lobbying capacities.</li> </ol>	<p>Level of FOs' participation in policy dialogue with decision makers in IFAD country programs</p> <p>Indicators of "Strategic potential" and "Professional capacity" used in the profiling</p> <p>Mapping of FOs at country level</p> <p>Profiling of the individual FO</p> <p>FO's attendance in dialogue platforms, committees and consultative bodies or processes related to agricultural policies and food security</p> <p>FOs' and farmers' production and sales increased by (%)</p>	<p>IFAD Programme documents (number of activities and time frame emerging)</p> <p>FOs policy papers and progress reports</p> <p>Specific survey with FOs participation</p> <p>Profiling data in Agro-Info.Net</p>	
<b>Outputs</b>	<ol style="list-style-type: none"> <li>1. Technical assistance provided in a variety of topics</li> <li>2. Mapping and profiling of FOs conducted</li> <li>3. Experience exchanges carried out</li> <li>4. Advice to FOs for the realization of studies, diagnostic and technical propositions for project design or implementation provided</li> <li>5. Specific technical or managerial training for FOs staff and members carried out</li> <li>6. Consultation exercise between national FOs and grassroots communities and producer groups conducted</li> <li>7. Consensus building workshops between stakeholders organized</li> <li>8. Face to face meetings conducted</li> </ol>	<p>Number of farmers and FOs staff trained under the project per year;</p> <p>Number of training modules developed in different areas; Number of training sessions per year;</p> <p>Number of farmers benefiting from technical assistance;</p> <p>Number of farmers participating in international stages per year;</p> <p>Number of partnerships established;</p> <p>Number of enterprises supported;</p> <p>Number of agro-enterprises strengthened.</p> <p>Number and quality of work plans elaborated by the tripartite consultations;</p> <p>Number of collaborations started among FOs from different region on those issues;</p> <p>Number of FO's recommendations integrated into the different programmes and policy paper.</p>	<p>Programme documents (Progress reports)</p> <p>Country mapping (on Agro-info.net)</p> <p>FOs Profiles (on Agro-info.net)</p> <p>Meeting report and minutes</p> <p>Evaluation questionnaire</p> <p>Programme files (summary sheets)</p> <p>Records of public programs</p> <p>FOs policy papers</p> <p>Questionnaire/survey of FO's participation in policy dialogue</p>	
<b>Key Activities</b>	For each country a process of tripartite consultation between FOs, IFAD CPMs and agri- agencies will define the specific key activities, services rendered and related indicators along workplans to be defined on the basis of FOs' needs and agri-agencies' expertise.			

# **Economic and Social Commission for Asia and the Pacific (ESCAP): Leveraging Pro-poor Public-Private Partnerships (5Ps) for Rural Development – Widening Access to Energy Services for Rural Poor in Asia and the Pacific**

## **I. Background**

1. Across the Asia and Pacific region, some 1.6 billion people rely heavily on traditional biomass for cooking and heating, and more than 930 million people in rural areas lack access to electricity. This lack of access has major implications for the achievement of the Millennium Development Goals (MDGs). To address this problem and bring light and fuel to poor rural households, the policies governing energy and rural development will need to be integrated. Limited financial resources and technical expertise – rather than the availability of energy resources – are at the root of the energy access problem.
2. In rural areas, energy resources associated with agricultural activities, including biomass and methane generation, are more often viewed as a problem than an opportunity. Governments are continuously struggling to balance different priorities with limited funds. The private sector is not usually motivated to take upon itself the responsibility of supplying basic energy services to poor people, as this typically does not make good business sense. This programme is designed to utilize two innovative mechanisms to increase energy access to rural poor people, while turning environmental concerns into valuable resources: (i) a “pro-poor” public-private partnership (5P); and (ii) the international carbon market.
3. The proposed programme aims at improving and scaling up the 5P modality to enhance access to energy services and reduce rural poverty in the Asia and Pacific region. It will also work on developing innovative financing mechanisms and utilizing the carbon market to help address financing concerns. The programme will: (i) undertake a detailed study on policy and regulatory arrangements at the national and local levels to determine what deters the private sector from investing in rural energy and development; (ii) identify viable rural development energy projects and strategies using new financing mechanisms, including public-private joint financing, community collective funds and carbon financing; and (iii) develop a set of strategies to replicate the demonstration project in the country through a series of capacity-building activities for project financing, development and operation that are tailored to policymakers in local and central government, entrepreneurs, developers, rural communities and women’s organizations.

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

4. The correlation between lack of energy services and poverty is well documented. As the regional development arm of the United Nations, ESCAP is mandated to assist member states in their efforts to achieve internationally agreed development goals, including the MDGs. ESCAP’s mandate places particular emphasis on developing countries. This focus on reducing rural poverty and improving livelihoods through enhanced and sustainable access to energy services is complementary to IFAD’s goal “to empower poor rural women and men in developing countries to achieve higher incomes and improved food security.”
5. In line with IFAD’s revised grant policy, the programme aims to promote innovative approaches and technologies to improve poor rural communities’ access to energy services in order to raise their productivity and improve livelihoods. It is also consistent with the objective of the Asia/Pacific regional grant strategy to support innovations that improve the productivity and sustainability of smallholder

agriculture. The proposed programme is fully consistent with the IFAD Climate Change Strategy for enhancing the sustainable use of natural resources by utilizing innovative institutional arrangements, involving payments for improved environmental services, and strengthening natural resource management and international market linkages for disadvantaged agricultural areas within participating countries.

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

6. The main target group includes: (i) poor rural communities that need energy services for their domestic consumption and to boost their productivity, (ii) the private sector, NGOs and women's organizations that are working in the area of rural energy for development, and (iii) policymakers and decision-makers at the local and national levels who are responsible for energy and rural development policies.
7. The proposed programme's overall goal is to empower rural poor people in selected developing countries of the Asia and Pacific region to attain a higher standard of living through better access to energy services by harnessing pro-poor public private partnerships.
8. The objectives of the programme are to:
  - Improve access to modern energy services for rural communities, especially for women and other rural poor people, through the development and implementation of 5Ps to increase productivity and generate more income;
  - Enhance policymakers' awareness and capacity to develop policy options for integrating energy and rural development policies and programmes at the local and central government levels;
  - Create an environment conducive to the private sector/entrepreneurs for value creation and consider similar investments in the future;
  - Increase the use of locally available renewable energy resources to guide energy systems for rural community development onto a sustainable path;
  - Utilize international carbon markets to help facilitate the transformation of agricultural wastes and other rural-related carbon and methane emissions into viable energy resources and services.
9. The key to the 5P process is the development of an appropriate partnership between the public sector (in the form of the national and local governments) and the private sector (in the energy sector). This programme focuses on that linkage. The governmental side of the partnership is critical, because it provides the overall framework for establishing the energy access programme. The private sector's role in the partnership is crucial as well, since it will actually provide the energy services. The key role of the 5P process in this programme is to create formal public-private linkages capable of providing energy access services to rural poor people.
10. These linkages will be established by studying and analysing past successes (including ESCAP's own previous project success), paying particular attention to "incentive-based" delivery programmes that seek to shift from a mere subsidy-based effort to "market development" models. These models approach energy in a broader holistic sense and view rural poor people as capable of becoming "energy entrepreneurs", rather than simply the recipients of such services, hence promoting economic development and income generation.
11. The programme will have a four-year duration, and four main components:

- **Component 1: Assessment and planning**

This component will focus on identifying each country's private-sector and community requirements for implementing the 5P approach. It will also conduct research designed to identify renewable energy system projects that could provide energy resources and/or services to rural poor people and meet the criteria associated with carbon market requirements.

- **Component 2: Capacity-building**

- Based on the findings above, the programme will design and develop training programmes, paying particular attention to activities that increase access to energy supplied by governmental entities; private-sector and entrepreneurial activities; and institutional arrangements that allow for the development of pro-poor public private partnerships. It will also use selected technologies and financing for improved energy access, including the role of the carbon market.
- The programme will employ a range of training techniques and approaches, including a "train-the-trainers" approach for broader 5P topics, and more narrowly focused efforts for specific technologies and the carbon market. Within both the broad and the narrow frameworks, however, a South-South cooperation approach will be followed.
- The programme will conduct an analysis to identify which countries are best suited to implementing the demonstration projects, and will then assist those countries in formulating action plans. Special attention will be paid to the success of gender-specific community organizations as a forerunner of functional groups.

- **Component 3: Implementation of country activities**

- A set of criteria will be established to guide the selection of both public and private organizations for the 5P process, and this will be undertaken on a country-by-country basis.
- After potential 5P partners have been identified, the programme will conduct a gap analysis for the selected countries to help the government develop policy, technical and financing options in support of the intended roadmap to implement the 5P project.
- Three 5P demonstration projects will be developed and implemented, based upon local conditions. Each project will establish an appropriate management and monitoring system to ensure that the objectives and goals are achieved in an effective manner, and can be replicated.

- **Component 4: Evaluation and knowledge dissemination**

- Documentation of results in support of the criteria will be prepared, and the programme will design and develop training programmes for key stakeholders and deliver training programmes on enhancing energy services for rural development using the 5Ps model and carbon financing.
- The programme will develop and implement a media strategy, and will utilize South-South cooperation and training in disseminating the 5P approach, and the technology and carbon financing.

## IV. Expected outputs and benefits

12. The expected outputs of this programme are:
- **Component 1**
    - A set of innovative policy options and tools including financing schemes that will be instrumental in developing 5P-based projects/programmes, and widening access to energy services for agriculture and rural development;
    - Viable rural energy projects identified within the agriculture and rural development sectors to improve energy access for rural poor people.
  - **Component 2**  
Target groups trained in good practices associated with selected technologies, policies and institutional mechanisms.
  - **Component 3**  
Three in-country demonstration projects that show different models of rural energy delivery using the 5P approach.
  - **Component 4**  
Sets of strategies and training identified to replicate the demonstration project.

## V. Implementation arrangements

13. ESCAP will be the executing agency of this programme. ESCAP is particularly well-suited for implementing this programme, as it will be able to build upon its ongoing collaboration with other United Nations regional commissions in similar programmes and projects, such as the Development Account Project for enhanced energy access, which will cover Bangladesh, Indonesia and Nepal.
14. At the regional level, the implementation approach will take into consideration the common issues and areas of cooperation among the various countries. For the demonstration projects, the approach and activities will consider the unique characteristics of the selected communities/sites. Thus, an integrated plan will be prepared in close consultation and cooperation with IFAD and other agencies to develop the linkages between regional and national level activities currently being implemented by IFAD, ESCAP and other organizations. Information will be shared with relevant regional partners and joint activities organized wherever possible.
15. At the country level, a national agency will be identified as a focal point to establish a national team/coordinating committee comprising key government agencies in charge of promoting public-private partnerships, energy services, rural development and the private sector.
16. Programme achievements will be monitored through ESCAP's internal review process. ESCAP will follow the Financial Regulations and Rules of the United Nations for financial transactions, including procurement. Progress and financial reports will be submitted to IFAD regularly. IFAD will carry out and fund supervision missions from its own budget.

## VI. Indicative programme costs and financing

17. The total budget for the programme will be US\$2.21 million, of which US\$1.35 million is requested from IFAD. ESCAP will provide a matching contribution of US\$530,000 through the approved Development Account Project and other in-kind contributions. The private sector is expected to provide a matching in-kind contribution of US\$330,000.



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

<i>Type of expenditure</i>	<i>IFAD</i>	<i>Cofinancing</i>
Personnel/staff costs	129	200
Operational costs/supplies and services	284	155
Travel	129	100
Professional services/action research and pilot activities	400	200
Training and workshops	200	120
Dissemination	85	85
Overhead (9%)	123	-
<b>Total</b>	<b>1 350</b>	<b>860</b>

# Results-based logical framework

	Objectives-hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
<b>Goal</b>	To empower the rural poor in selected developing countries of Asia-Pacific to attain a higher standard of living through better access to energy services by harnessing pro-poor public private partnerships	<ul style="list-style-type: none"> <li>• % of men and women farmers in target areas with improved access to energy services</li> <li>• % of households in target areas with an increase in income</li> <li>• Project financing from PPPs and carbon market</li> </ul>	<ul style="list-style-type: none"> <li>• Field and household survey; questionnaires at workshops project evaluation and media reports</li> <li>• Clean Development Mechanism (CDM) Designated National Authorities (DNA) in project country</li> </ul>	<ul style="list-style-type: none"> <li>• Successful support of ESCAP-IFAD collaboration;</li> <li>• Conducive national economic, social and political conditions in the target countries;</li> <li>• High-level commitment of participating countries.</li> <li>• Post-2012 continuance of carbon market</li> </ul>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Improve access to modern energy services for rural communities through development and implementation of 5Ps to increase productivity and generate more income</li> <li>• Enhance policy-makers' awareness &amp; capacity to develop policy options at local &amp; central government levels for integrating energy &amp; rural development policies &amp; programmes</li> <li>• Create a conducive environment for private sector for value creation while considering similar investments in the future</li> <li>• Increase the use of locally available renewable energy resources to orient energy systems for rural community development onto a sustainable path</li> <li>• Utilize international carbon markets to help facilitate the transformation of agriculture wastes and other rural-related carbon and methane emissions into viable energy resources</li> </ul>	<ul style="list-style-type: none"> <li>• % of rural households using improved energy services through various practical technology options;</li> <li>• Increased number of policy makers participated in project workshops/capacity building activities, demonstrate that they have acquired knowledge and capacity about PPP and their application to enhancing energy security and widening access to energy services in rural areas</li> <li>• Status in UNFCCC CDM project listings and UNEP-Risoe CDM project pipeline database</li> </ul>	<ul style="list-style-type: none"> <li>• questionnaires at workshops</li> <li>• report of the project evaluation and assessment</li> <li>• Internet access to databases</li> <li>• Interviews with project developers</li> </ul>	<ul style="list-style-type: none"> <li>• Conducive national economic, social and political conditions in the target countries</li> <li>• High-level commitment of participating countries;</li> <li>• Private sector's market &amp; business interests compatible with project objectives</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>• A set of innovative policy options and tools including financing schemes that will be instrumental in developing 5Ps-based projects/programmes, widening access to energy services for agriculture and rural development</li> <li>• Viable rural energy projects identified within agriculture to improve energy access for the rural poor</li> <li>• Different target groups trained in selected technologies, policies &amp; institutional mechanisms</li> <li>• Three in-country demonstration projects in participating countries established that demonstrate the different models of rural energy delivery using the 5Ps approach</li> <li>• Sets of strategies and training identified to replicate the demonstration project</li> </ul>	<ul style="list-style-type: none"> <li>• Increased number of PPP initiatives promoting the use of agricultural and renewable energy resources</li> <li>• Numbers of successful initiatives in improving energy access for rural poor through 5Ps</li> <li>• Increased carbon financing for rural development projects</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstration projects developed and functioning well in meeting the objectives of improving energy services to the rural populations</li> <li>• Surveys, project completion report, evaluation report</li> </ul>	<ul style="list-style-type: none"> <li>• Policy of provision and institutional mechanism</li> <li>• Counterpart funding</li> <li>• Conducive national economic, social and political conditions in the target countries</li> <li>• Collaboration from communities</li> </ul>
<b>Key Activities</b>	<ul style="list-style-type: none"> <li>• Assessment, planning &amp; capacity building – identification of appropriate energy access project types and technologies; analysis of different models of 5Ps; policy dialogues and develop training modules and deliver training to various stakeholders and share good practices</li> <li>• Demonstration projects to demonstrate 5Ps model to deliver energy services to the rural poor</li> <li>• Monitoring and evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Detailed work plans and operational and institutional agreements established with partners</li> <li>• Training materials prepared</li> <li>• Reports from participating countries.</li> </ul>	<ul style="list-style-type: none"> <li>• Project reports</li> <li>• Progress reports and surveys</li> <li>• Training materials in hard and digital form Web sites</li> <li>• Press releases</li> </ul>	<ul style="list-style-type: none"> <li>• Beneficiaries trained under the project do not leave their current job and duties or transfer the knowledge properly in case of changing job</li> <li>• Counterpart funding</li> <li>• Conducive national economic, social and political conditions in the target countries</li> <li>• Collaboration from communities</li> </ul>

# **Songhai Centre: Rural Youth and Agricultural Business Development in West and Central Africa**

## **I. Background**

1. Africa has a unique population profile, with 44 per cent of the population under age 15 in 2006. Sub-Saharan Africa is the youngest region in the world; today, two out of three inhabitants in this large region are under 25 years of age. Unemployment, particularly among young people, is a major problem in Africa. Governments, donor agencies and civil society organizations are increasingly showing interest in and awareness of the need to better integrate young people into economic and social development.
2. The agricultural sector in most developing countries is facing rapid changes and unprecedented challenges. The intensive nature of the sector is more evident now than ever before. Trends in urban markets, globalization, changing consumption patterns, land and water constraints, climate change, the need for alternative sources of energy such as biofuels and emerging diseases are driving development in agriculture. The private sector is increasingly playing a role, as is civil society. Innovation is the order of the day. With a substantial share of the labour force engaged in agriculture, it is essential to make agriculture attractive not only for the population generally, and for the young people who are future entrepreneurs, but also for investors. Rural activities need to become a major part of the equation in employment for young people.
3. The Songhai model is a blueprint for translating these opportunities into reality, and for turning agriculture into a productive, efficient, sustainable and remunerative enterprise. The model amply demonstrates that despite a myriad of constraints it is possible for agriculture in sub-Saharan Africa to develop, prosper and become attractive.

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

4. The programme is fully aligned with IFAD's strategic focus and is consistent with its objectives of empowering farmers, promoting agricultural growth and income, and supporting wealth generation and poverty reduction. It is expected to improve rural livelihoods, increase the incomes of the rural poor and enhance opportunities for decent employment for young people by stimulating investment in sustainable agro-enterprise development and creating incentives for private-sector engagement. This will be achieved by promoting access by young people, men and women to appropriate entrepreneurial, leadership and management skills and effective participation in the creation of viable small-scale agribusinesses.
5. Virtually all IFAD country programmes in West and Central Africa highlight, through country strategic opportunities programmes (COSOPs) and projects, the critical role of supporting young entrepreneurs in the agricultural sector – both in primary production and in value-added processing. The Songhai approach has been reviewed by several country programme managers in this region and is considered an excellent approach that can be easily integrated into IFAD-supported activities at the country level if the regional and national outreach capacity can be developed.
6. Songhai has started to partner with IFAD-assisted programmes in West and Central Africa to scale up the model in IFAD programmes.
7. The following countries have entered into actionable partnership with the Songhai Centre or have developed plans and strategies for scaling up the model: Benin, Burkina Faso, Liberia, Mali, Nigeria, Sierra Leone and Togo.

### III. The proposed programme

8. The overall goal is to promote access by young people, men and women to the appropriate entrepreneurial, leadership and management skills for effective participation in creating and investing in commercially viable small-scale agribusiness enterprises in West and Central Africa. The programme's objectives are: (i) a regional centre with the human and organizational capacity to scale up provision of services and training to young agro-entrepreneurs regionally on a sustainable basis; (ii) a well-defined process and tools to support scaling up at the national level in selected participating countries; and (iii) mechanisms piloted, lessons learned, and knowledge and experience sharing on agribusiness and on linking young trainees to specific development projects to support the establishment of agro-enterprises in the region.
9. Addressing the first objective in particular, it is important to boost rural young people's self-esteem and encourage them to articulate their ideas and needs. A particular challenge is to combine approaches involving life skills (e.g. building self-esteem) with entrepreneurship. The training programme will help build youth employability and entrepreneurship skills with a focus on soft skills that help youth "to be", "to do", "to know" and "to relate" and foster positive attitudes. The specific aims of this first objective will be to provide opportunities for youth to:
  - Build personal development skills that will enable them to become positive and contributing citizens within their communities; and
  - Develop practical life skills to support independent living in changing environments.
10. The training programme will mainstream gender equality/women's empowerment to promote equal opportunities, rights and obligations in terms of work or income generation; and opportunities for women to develop their full potential and personal ambitions.
11. The programme will have a three-year duration and will comprise five main components:
  - **Component 1:** Strengthening the managerial, administrative, technological and production capacities of the Songhai Centre is critical to establishing a regional centre of excellence. This requires building the technical capacities and competencies of staff to sustainably perform the functions needed to meet increased demand.
  - **Component 2:** Building human capital and strengthening capacity through training: given country demands, the centre must be in a position to respond to training requests. Training plays an essential role in scaling up the model.
  - **Component 3:** Advisory services to national agribusiness development centres and rural youth entrepreneurs. The centre will facilitate scaling up at the national level in selected participating countries. This will include support for the development of fast track activities, markets and trade infrastructure in rural areas.
  - **Component 4:** Advocacy, policy dialogue, communication and knowledge sharing and networking to promote and facilitate the sharing of experience, information, knowledge and expertise on agribusiness within the West and Central Africa region and with external audiences.
  - **Component 5:** Monitoring and evaluation. This component covers monitoring, reporting and external evaluation.

## IV. Expected outputs and benefits

12. These are the following:
- Organizational capacity, independence and effectiveness of the Songhai Centre significantly strengthened;
  - Development-related knowledge, strengthened capacity and skills among rural young people, and critical thinking in relation to investment and growth, the role of investment projects and poverty reduction promoted;
  - Strategies and effective working relationships between the Songhai Centre and national centres and projects supported;
  - Small-scale agribusinesses promoted in selected target areas;
  - Communication and knowledge sharing between stakeholders improved; and
  - Programme of activities regularly reviewed and modified to take account of emerging knowledge for programmes targeting rural youth.
13. The approach, strategy and methodology to be adopted will ensure four important aspects of sustainability:
- **Resource sustainability:** potential rural enterprises will contribute significantly to improved natural resource management and to broad-based, sustainable economic development in their communities.
  - **Economic sustainability:** natural resources will support economic activities that promote wealth creation, employment and incomes.
  - **Social/institutional sustainability:** The grant's focus on capacity-building supports the development of human and social capital.
  - **Technical sustainability:** rural youth will be trained to use and maintain equipment and will gain an understanding of production and marketing processes and business management.

## V. Implementation arrangements

14. The executing agency for the grant will be the Songhai Centre. The organizational structure for implementing the programme is outlined below:
- **Steering committee:** Programme governance will be through a steering committee responsible for: (i) approving strategic project documents, objectives and updated workplans; (ii) reviewing progress made on implementation; (iii) providing guidance on policy issues; (iv) providing guidance to the programme management team; and (v) facilitating coordination between centres and countries.
  - **Programme management team:** The team members will have the necessary skills and experiences to assist in implementation.

## VI. Indicative programme costs and financing

15. The budget for the IFAD technical assistance grant will be US\$1.8 million, as summarized in the table below.

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

<i>Type of expenditure</i>	<i>IFAD</i>
Administrative costs, including personnel	600
Professional services (services to national centres and projects)	76
Travel costs	40
Equipment	265
Operational costs, reporting and publications	424
Training/capacity-building	395
<b>Total</b>	<b>1 800</b>

## Results-based logical framework

	Objectives-hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
<b>Goal</b>	Rural youth have appropriate agribusiness entrepreneurial, leadership and management skills required for their effective participation in the creation of and investments in viable small scale agribusiness enterprises in WCA	<ul style="list-style-type: none"> <li>• Skill of rural youth improved from low to good</li> <li>• The income of targeted rural youth increased by 20%</li> </ul>	<ul style="list-style-type: none"> <li>• Supervision reports</li> <li>• Surveys</li> </ul>	<ul style="list-style-type: none"> <li>• A commitment from governments and rural youth</li> <li>• Support from the relevant investment projects</li> </ul>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Centre has human and organisational capacity to scale up provision of services and training to rural youth;</li> <li>• Well defined process and tools to support scaling up;</li> <li>• Mechanisms piloted and lessons learned and knowledge and experience sharing on agribusiness and for linking young trainees to specific development project to support establishment of agro-enterprises.</li> </ul>	<ul style="list-style-type: none"> <li>• At least 500 rural youth took skill training</li> <li>• Songhai Centre upgraded and operational</li> <li>• Songhai Centre provided better training modules and support to projects</li> <li>• No. of tools and training modules and manuals developed and used</li> <li>• Host and participate in knowledge sharing forums</li> </ul>	<ul style="list-style-type: none"> <li>• Reports from projects</li> <li>• Surveys</li> <li>• Supervision reports</li> <li>• Songhai portal</li> </ul>	<ul style="list-style-type: none"> <li>• Demand for training and services remains favourable</li> <li>• Favourable enabling environment in programme countries</li> <li>• Local and national partners will welcome the initiative and participate in sharing knowledge and experience</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>• Organisational capacity and effectiveness of the Songhai Centre significantly strengthened</li> <li>• Strengthened capacity and skills of rural youth</li> <li>• Effective working relationships between the Songhai Centre and projects</li> <li>• Small scale agribusinesses promoted</li> <li>• Communication and knowledge sharing between stakeholders improved</li> </ul>	<ul style="list-style-type: none"> <li>• Regional Centre of Excellence established, adequately resourced and providing appropriate technologies &amp; services to target group</li> <li>• At least 3 countries have developed partnership with the Songhai Centre</li> <li>• 500 men and women have absorbed knowledge for establishing viable and sustainable agro-enterprises</li> <li>• Portal is operational and available</li> </ul>	<ul style="list-style-type: none"> <li>• Supervision reports</li> <li>• Grant reports</li> <li>• Portal</li> <li>• Surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration from the staff and line offices</li> <li>• Favourable enabling environment in programme countries</li> <li>• Sustained commitment from rural youth, projects and national partners</li> </ul>
<b>Key Activities</b>	<ul style="list-style-type: none"> <li>• Strengthening of technological, administrative and production capacity</li> <li>• Building the human capital and strengthening the capacity in training</li> <li>• Support and partner with investment projects to develop business skills</li> <li>• Establish mechanisms for lessons learned and knowledge sharing on agribusiness, advocacy and communication, and south-south cooperation</li> </ul>	<ul style="list-style-type: none"> <li>• Key equipments, ICT and MIS established and operational</li> <li>• Organizational strategy is developed and implemented</li> <li>• Skill of staff and youth upgraded</li> <li>• Manuals developed and used</li> <li>• Comprehensive set of guidelines developed and in use</li> <li>• Advice provided to at least 3 national centres within 2 years and 5 projects within three years</li> <li>• Mechanisms and tools for sharing established.</li> </ul>	<ul style="list-style-type: none"> <li>○ Supervision reports</li> <li>○ Grant reports</li> <li>○ Portal</li> <li>○ Surveys</li> <li>○ Newsletter</li> <li>○ Best practices</li> </ul>	<ul style="list-style-type: none"> <li>○ Local and national partners will welcome the initiative and participate in sharing knowledge and experience</li> <li>○ Favourable enabling environment in the Songhai Centre</li> </ul>

## VU-Windesheim Association: Supporting Farmer-managed Natural Regeneration in the Sahel

### I. Background

1. This proposal is inspired by recent studies on long-term trends in agriculture and environment in the Sahel, which have produced some surprising findings. The first is that farmers in several densely populated regions of the Niger protect and manage on-farm natural regeneration of trees and bushes. This process began around 1985 and has led to on-farm re-greening on about 5 million hectares – the largest-scale environmental transformation in the Sahel and possibly in Africa. This on-farm protection and management of useful trees – such as *Faidherbia albida* (nitrogen for improved soil fertility and fodder for livestock), *Piliostigma reticulatum* (fodder), *Combretum glutinosum* (firewood), *Adansonia digitata* (leaves and fruit for high-quality nutrition), *Guiera senegalensis* (fodder) – feeds about 2.5 million people. The annual production value of the new trees is at least US\$275 million, which benefits farmers fully in the form of either cash or produce.
2. During the 2005 famine in the Niger, villages that had invested in agroforestry had little or no infant mortality because trees could be pruned or cut and sold, generating enough cash for farmers to buy expensive cereals on the market. No reliable data are available on the situation in 2010.
3. IFAD-financed projects have been at the centre of these accomplishments. This is the case in particular for the Project for the Promotion of Local Initiative for Development in Aguié (PPILDA) in the Niger and for the Sustainable Rural Development Programme in Burkina Faso. During the 2010 session of IFAD's Governing Council, a film was shown documenting the accomplishments of local villagers in the Sahel with support from IFAD-financed projects, and a panel discussion highlighted the opportunity to expand these accomplishments through more systematic integration of re-greening into agriculture and rural development projects in the Sahel, and through improvements in the incentive framework provided by property rights to land and trees.

### II. Rationale and relevance to IFAD

4. As highlighted in the IFAD Climate Change Strategy (EB 2010/99/R.2/Rev.1), “[e]nvironmental threats such as climate change are inseparable from IFAD's mission of helping poor smallholders” (paragraph 3). In West and Central Africa, IFAD has recognized in its regional grant strategy the critical need to integrate improved management of vegetation, soil and water to support sustainable agricultural production. This is particularly true in the Sahel region, which has the most fragile landscapes and is most susceptible to short-term climate variability and longer-term changes in rainfall patterns. Pursuant to the Climate Change Strategy, in West and Central Africa IFAD is prioritizing the expansion of activities in support of innovative approaches to helping smallholders build their resilience to climate change, helping smallholders take advantage of existing mitigation incentives and funding, and stimulating and informing a more coherent dialogue on climate change, rural development and food security. In this context, farmer-managed natural regeneration of vegetation in the Sahel – or re-greening – has been identified through IFAD project experience in Burkina Faso and the Niger as an important innovation for scaling up. This initiative is being supported in terms of technology transfer by the World Agroforestry Centre (ICRAF) and with a recently approved second phase grant from IFAD managed by the IFAD Policy and Technical Advisory Division. However, as recent IFAD work on scaling up has highlighted, technology transfer is not a sufficient condition in itself, but requires improved documentation of experience, high quality analysis of economic and social benefits at farm, village and broader levels, and creation of broader awareness and policy space for expansion. Accordingly, IFAD



intends to use its experience with re-greening to develop the instruments, skills and policy space to enhance the ability of IFAD projects and their partners to scale up climate adaptation approaches in the Sahel.

5. Adaptation to climate change is increasingly recognized by farmers and their governments as the primary challenge to sustainable food security and improved livelihoods in the Sahel. However, given poverty levels and the limited natural resource base, implementing widespread adaptation activities has been challenging, particularly as regards collective action and management of the commons. In this context, the on-farm regeneration of natural vegetation has already demonstrated its effectiveness. The development of agroforestry systems in several densely populated parts of the Sahel has shown that increasing the number of on-farm trees helps farmers to simultaneously adapt to climate change, improve household food security, reduce rural poverty and increase biodiversity. As all of these elements are fully consistent with government priorities and strategies in the Sahel, and consequently with IFAD country strategic opportunities programmes (COSOPs), the re-greening approach offers a clear opportunity for scaling up in support of climate adaptation for improved livelihoods and food security.

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

6. The overall goal of the grant activities is to support food security in the Sahel region of West Africa by expanding the application of climate adaptation practices in poor rural communities.
7. The programme's objectives are to increase the capacity of IFAD-financed projects and their implementation partners (producer organizations, NGOs, researchers, donors) to influence public policy and investment decisions in support of re-greening as a principal livelihood support and climate adaptation strategy.
8. The target group encompasses smallholder farmers and their communities in dryland systems in Burkina Faso, Mali, the Niger and Senegal. The other target groups for the results of the proposed activities are agriculture and environment ministers and senior national policymakers: national project directors of major agricultural development projects, which will benefit from greater political and community support in the scaling up and implementation of regreening activities; representatives of farmer organizations and international funding agencies with an interest in rural development and adaptation to climate change in the drylands. Additionally, small documentaries will be produced to train and raise awareness among the target groups.
9. The programme will have a duration of two years and will comprise six main components:
  - Taking stock of experiences with re-greening in Burkina Faso, Mali, the Niger and Senegal in IFAD projects and other experiences;
  - Analysing the socio-economic benefits of re-greening;
  - Developing communications and knowledge management tools for re-greening;
  - Carrying out information and advocacy campaigns;
  - Planning, coordination, monitoring and reporting; and
  - Promoting grass-roots support for re-greening.
10. It is evident that the key challenge is to convince national policymakers that it is economically and politically rational to invest more in re-greening. Promoting re-greening will have political appeal if it can be proven that it can produce a tangible impact fairly quickly. The economic valuation of agroforestry in the Sahel will generate the necessary economic data, which may help convince national

policymakers. In addition, the latter, along with the other target groups, will be exposed to existing successes with re-greening through:

- Field visits (“seeing is believing”);
- Articles in national media written by journalists who will be invited for field visits;
- Documentaries about successful re-greening (all policymakers will receive DVDs);
- Debates on national TV;
- Workshops for key staff of relevant ministries about multiple impacts of re-greening to ensure mainstreaming into major agricultural development projects;
- Workshops for farmer organizations, NGOs and other stakeholders;
- Articles in international media; and
- Information shared on a new website of the Web Alliance for Re-greening in Africa (W4RA), which will become operational early in 2011 and is supported by the Web Foundation (created by Sir Timothy Berners-Lee, inventor of the World Wide Web).

## IV. Expected outputs and benefits

11. These are the following:

<i>Outputs</i>	<i>Outcomes</i>
<p>Human capital</p> <ul style="list-style-type: none"> <li>• Reasons for environmental degradation and livelihood risks of climate change are better understood by all partners</li> <li>• More innovative environments are created for participatory research, learning, knowledge exchange and technology improvement in participating villages</li> <li>• Short documentaries are produced for training purposes and advocacy</li> <li>• Local solutions are implemented in participating villages to adapt to climate change</li> <li>• Technical capacity is strengthened for national teams</li> </ul> <p>Social capital</p> <ul style="list-style-type: none"> <li>• Networks are disseminating knowledge, innovations and strategies about climate change adaptation within and among project sites</li> </ul> <p>Economic capital</p> <ul style="list-style-type: none"> <li>• Local solutions are implemented in participating villages to reduce poverty</li> </ul> <p>Political capital</p> <ul style="list-style-type: none"> <li>• Local stakeholders in project sites reach consensus about natural resource policies</li> <li>• Local farmers are empowered by having exclusive rights to their on-farm trees and/or deciding on tree management and exploitation</li> </ul> <p>Natural capital</p> <ul style="list-style-type: none"> <li>• Natural resource management takes into account climate change/adaptation</li> </ul>	<ul style="list-style-type: none"> <li>• IFAD-funded projects, their partners and other stakeholders will use a variety of tools for scaling up re-greening</li> </ul> <ul style="list-style-type: none"> <li>• Participating farmers and herders are adopting protection and management of natural regeneration of woody species</li> <li>• Participating policymakers actively promote user-managed natural resource regeneration</li> </ul> <ul style="list-style-type: none"> <li>• Participating farmers and herders are protecting and managing natural regeneration, which means they are building productive assets that will lead to greater and more stable revenues from trees (+ 5 per cent after two years)</li> </ul> <ul style="list-style-type: none"> <li>• Adapted forestry legislation recognizes the exclusive rights of local resource users to trees they protect and manage</li> </ul> <ul style="list-style-type: none"> <li>• Expansion of agroforestry parklands and/or higher tree densities in existing parklands</li> </ul>

## **V. Implementation arrangements**

12. The grant recipient and overall coordinator of grant-financed activities will be the VU-Windesheim Association, with responsibility for managing grant resources, planning, budgeting and reporting to IFAD. VU-Windesheim Association has extensive expertise and experience with research and technical support for rural development in fragile natural resource contexts, including the West African Sahel. VU-Windesheim Association has a long history of working with IFAD.
13. VU-Windesheim Association is currently facilitating re-greening initiatives in Burkina Faso and in Mali, which became operational in June 2009. These initiatives are being implemented by NGOs with a track record in participatory sustainable land management activities. The approach is to build on existing successes in farmer-managed natural regeneration. VU-Windesheim Association has a contract with a lead NGO in Burkina Faso and in Mali, which can play a role in catalysing a national policy dialogue. It will do the same in the Niger and in Senegal.

### **Implementing partners and implementation agreements**

14. VU-Windesheim Association will sign memorandums of understanding with partner organizations implementing specific activities, including the Permanent Interstate Committee for Drought Control in the Sahel (CILSS), local and international NGOs, ICRAF and Countrywise Communication (documentaries).
15. Since 2005, VU-Windesheim Association has collaborated closely with CILSS on a study on long-term trends in agriculture and environment in four Sahel countries. CILSS will act as a partner in developing a national and regional policy dialogue around re-greening in the Sahel. CILSS is in a unique position to do so at the level of councils of ministers and, if necessary, meetings of heads of State.
16. ICRAF, another key implementing partner, has recently received grant funding from IFAD for action research on parkland trees and livelihoods: adapting to climate change in the West African Sahel, and VU-Windesheim Association is building a working relationship with ICRAF around evergreen agriculture and with ICRAF Sahel. In addition to channelling funding and technical oversight for socio-economic evaluation, VU-Windesheim Association will involve ICRAF in the policy dialogue and training activities.
17. Countrywise Communication of the United Kingdom has extensive experience with producing documentaries about agriculture and rural development in Africa and elsewhere. It first worked with VU-Windesheim Association and IFAD in 1992 and 1993 to produce the documentary "Building on traditions: conserving land and alleviating poverty."

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

18. The budget for the IFAD technical assistance grant will be US\$1.22 million, as summarized in the table below. Cofinancing from other international environmental organizations amounts to US\$0.8 million.

**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)	366.0	195.0
Professional services	200.0	80.0
Travel costs	111.0	95.0
Equipment	4.3	30.0
Operational costs, reporting and publications	144.2	90.0
Training/capacity-building	394.5	310.0
<b>Total</b>	<b>1 220.0</b>	<b>800.0</b>

# Results-based logical framework

	Objectives-hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
<b>Goal</b>	Support food security in the Sahel Region of West Africa by increasing the application of climate change adaptation practices in poor rural communities.	An increase in the number of on-farm trees producing fodder, fruit, firewood, fixing nitrogen, etc.	A combination of high resolution satellite images, self-monitoring and evaluation by village communities and ground truthing will be used in a sample of villages. In each village the baseline situation will be recorded. These activities will be implemented under the "African Re-greening Initiatives", which is complementary to this grant. Re-greening is a longer term process and tangible impacts will be measurable beyond the life of this grant.	
<b>Objectives</b>	Increase the capacity of IFAD financed projects and their implementation partners (producer organizations, NGOs, researchers, donor) to influence public policy and investment decisions in support of re-greening as a principal livelihood support and climate adaptation strategy.	(i) Greater awareness of key messages and policy issues – such as tenure issues – among targeted audiences – including senior policy makers, general public and other stakeholder groups.  (ii) Increased integration of re-greening support activities in public investment programs and projects.	Country stocktaking reports to include baseline information from in-country focus group awareness surveys amongst stakeholder groups and inventory of re-greening activities in public investment programs and projects. These activities to be followed up at end of grant as part of grant completion reporting though impacts are expected to be limited within grant period itself.	General interest in implications of climate change on local livelihoods amongst communities, media and policy makers Commitment of political leadership in country and international community to support climate adaptation activities
<b>Outcomes</b>	(i) Strengthened capacity of farmers' organizations to lead both advocacy and technical support for re-greening and other climate adaptation initiatives. (ii) Demonstration of appropriately targeted, high quality communications products – including films, economic analysis reports, policy briefs, etc. – prepared to raise awareness and share experience about re-greening efforts in the Sahel and what support is needed to broaden its implementation and impact. (iii) Improved capacity of IFAD supported projects and their international and national technical partners to engage the general public and policy makers regarding re-greening as both a livelihood and climate adaptation strategy	- Increased integration of re-greening in farmers' organization dialogue, publications regarding climate change - Use of the re-greening communication materials produced under the grant by IFAD-supported projects and others - Use of communications and advocacy approaches supported under grant for other livelihood and climate change issues by IFAD-supported projects and stakeholders	Grant and IFAD financed project supervision  End of grant assessment	
<b>Outputs</b>	(i) Country stocktaking reports for Burkina Faso, Mali, Niger and Senegal identifying ongoing re-greening activities, lessons learned, policy and public awareness context (ii) a rigorous quantitative and qualitative economic and social impact analysis will be carried out across a variety of related activities to more adequately substantiate the different types of benefits of farmer-managed re-greening as a major climate adaptation practice; (iii) films will be prepared documenting the techniques, experience, benefits and challenges of re-greening and other climate adaptation approaches in the Sahel, which can be used to inform farmers, policy makers and other stakeholders; press information kits, radio and internet messaging scripts	- Completed country reports disseminated - research activities implemented in cooperation with IFAD-funded projects as well as partners in African Re-greening Initiatives - filming has taken place of 12 best practices in West and East Africa - simulation models made available to projects and piloted in formulation -15 + study tours for journalists, elected	- Progress and annual reports of project stakeholders  - Research reports published by ICRAF - DVD's  - Progress and annual reports of project partners  - Progress and annual reports of	Ability to mobilize partners and technical expertise in timely manner

	Objectives-hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
	and models (iv) Investment simulation models for re-greening which can be applied in project/investment formulations (v) specially tailored events – study tours, forums, etc. will be organized to mobilize policy makers, elected officials, traditional authorities, farmers, civil society, international and national researchers, and local media around existing successes in adaptation to climate change and improved food security and how to support climate adaptation practices more broadly; (vi) Training workshops and participatory assessments for M&E on issues of policy space and public awareness	officials, senior policy makers - training completion reports and dissemination of results of assessments	project partners as well as media reports	
<b>Key Activities</b>	(i) Stocktaking of experiences with re-greening in Burkina Faso, Mali, Niger and Senegal in IFAD projects and other experiences (ii) Socio-economic benefit analysis of re-greening (iii) Development of communications and knowledge management tools for re-greening (iv) Information and advocacy campaigns (v) Planning, coordination, monitoring and reporting (vi) Grassroots support to re-greening	<u>Expenditures</u> (i) \$100,000 (ii) \$300,000 (iii) \$290,000 (iv) \$340,000 (v) \$190,000 (vi) \$800,000	Grant reporting, IFAD disbursements and Audit	Efficient funds flow management

# **West Africa Rural Foundation (WARF): Support to Improve IFAD Project Performance in West and Central Africa**

## **I. Background**

1. In 2006, IFAD and its development partners in West and Central Africa launched the Management Capacity Support Programme (MCSP) as a means of reinforcing the management capacity IFAD project staff in the region. The rationale for this initiative was that management capacity was a major factor influencing project performance in the region. The overall goal was to contribute a sustainable increase in the impact and efficiency of IFAD-supported projects in West and Central Africa. The MCSP was implemented over four years and coordinated by the West Africa Rural Foundation (WARF). IFAD project staff and their implementing partners in the region benefited under the programme.
2. The key results of the MCSP were: training of 887 IFAD project staff and their implementing partners through workshops that focused on an array of themes relevant to project management and performance; the creation of a network of institutions and local consultants trained in IFAD procedures; the elaboration of training modules on project management themes such as team-building; project planning and operational management; disbursement procedures; project implementation and financial and accounting management; and human resource management. The main lessons that emerged were: proven positive impact on project efficiency resulting from investment in capacity-building; skill acquisition and access to and sharing of knowledge and information are essential elements for sustainable agricultural development; the focus on project staff meant that other development partners such as local community organizations and staff of relevant government ministries did not benefit from the programme; weak capacity of project staff is an ongoing concern; and progressive withdrawal and disengagement by IFAD is important for cost minimization and sustainability in capacity development; this requires projects and their implementing partners to take ownership of the MCSP.
3. WARF is an international organization operating in West and Central Africa, with the mission of promoting rural development programmes. Its interventions focus on capacity development, methodological support, and the facilitation and management of opportunities for dialogue on agricultural and rural development policies. WARF's ambition is to be a sustainable African institution, capable of making available the expertise to elaborate and implement development policies and programmes. Its areas of competence include capacity-building in the technical, methodological, financial and organizational management of projects and institutions through support during project formulation and participatory implementation and monitoring. Recognizing WARF's expertise and experience on the ground, IFAD selected it as implementing agency for the MCSP. The first phase registered specific achievements (as indicated above) and the second phase will build on these, and will also assure sustainability and provide an exit strategy for IFAD.

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

4. The second phase – MCSP2 – has been developed based on key results, lessons learned and demands of projects in the West and Central Africa region. At IFAD portfolio reviews in 2009 (one held in Duala in June, the other in Accra in December), projects highlighted the necessity of prioritizing continued investment in capacity development. Discussions with the main partners and feedback on capacity-building workshops demonstrated the importance of the programme for

beneficiaries. The second phase will consolidate the achievements of the first phase and support the projects and the partners in taking over the programme, thereby facilitating progressive withdrawal by IFAD. MCSP2 will specifically target ongoing, new and "at-risk" projects and partner ministries; staff working with producer associations, operating partners and civil society; and local experts/consultants and national, regional and international institutions with expertise in capacity development.

### III. The proposed programme

5. The overall goal of the programme is to reinforce the project management and implementation capacity of staff in IFAD-funded projects in West and Central Africa, and enhance exchange of experiences and good practices to maximize the contribution of these projects to poverty reduction. The programme's objectives are to continue capacity development by setting up a hybrid continuing-education formula that combines distance-learning with direct presence and project support; facilitate and/or reinforce local capacity to assist in project management and implementation for greater sustainability of achievements; and facilitate and promote the production, exchange and diffusion of tools, guides and knowledge in project management and implementation.
6. The target group is government staff, stakeholders, farmers' organizations and private-sector service providers of IFAD-funded projects.
7. The programme will have a three-year duration and comprise three main components:
  - **Capacity development and reinforcement** will entail the organization of national and regional workshops, establishment of an e-learning space for online and distance learning, coaching for problem projects and new projects by peers and local consultants. Different capacity-building activities are planned for the various types of beneficiaries (e.g. social dialogue, strengthening the role of partners in project management, monitoring and evaluation, self-assessment tools, institutional analysis for project staff, social communication, advocacy and lobbying for government staff, participatory approaches, capitalizing on good practice and innovation for farmers' organizations);
  - **Capitalizing on achievements and the publication and diffusion of results and training materials** will involve documenting and publishing best practices and producing and disseminating training materials and learning guides; and
  - **Organization of the supply of training services** envisages the development of a database of local expertise on project management and implementation, and workshops for the production and validation of training tools, materials and methods. Complementary support in the form of capacity-building and training on thematic or technical issues will be addressed when training needs are identified by the target groups, focusing on effective needs and mutual learning. Support modalities will be defined in the course of implementation.

### IV. Expected outputs and benefits

8. Expected results from MCSP2 include improved skills, methods and practices in IFAD-supported projects; a network of experts capable of meeting the capacity development needs of projects; access to training guides, tools and good practices among targeted groups and beneficiaries; and the sharing of experiences among key actors.



## V. Implementation arrangements

9. WARF will be responsible for project coordination and administrative and financial management. WARF will collaborate with the IFAD West and Central Africa Division's country programme management teams to identify projects to be targeted. A steering committee will be set up at the start of programme implementation to provide strategic guidance and validate programme orientation and documents. The committee will undertake its tasks through periodic meetings and an online working environment. Monitoring and evaluation (M&E) will focus on ensuring that activities in the annual workplan and budget are executed as planned, and that expected results and outcomes are achieved. The Results and Impact Management System (RIMS) will serve as the principal guide for programme M&E.

## VI. Indicative programme costs and financing

10. MCSP2 will be implemented over three years at a cost of US\$1,285,000. The IFAD grant amounts to US\$1,000,000, representing 78 per cent of total programme costs. The remaining 22 per cent will be covered by WARF (18%) and IFAD-funded projects to be selected at start-up, which will contribute in kind (4%).

### 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)	180	50
Professional services	235	-
Travel costs	120	-
Equipment	12	-
Operational costs, reporting and publications	153	10
Training/capacity-building	300	225
<b>Total</b>	<b>1 000</b>	<b>285</b>

# Results-based logical framework

	Objectifs - Hiérarchie	Indicateurs Objectivement Véritables	Moyens/sources de vérification	Hypothèses/conditions critiques
<b>But</b>	Renforcer les capacités en gestion et mise en œuvre de projets du personnel des projets financés par le FIDA en Afrique de l'Ouest et du Centre pour optimiser leur contribution à la lutte contre la pauvreté.	<ul style="list-style-type: none"> <li>85% des projets notés pour leur bonne performance</li> <li>Amélioration de l'impact des projets</li> <li>Amélioration de l'environnement de travail des projets</li> </ul>	<ul style="list-style-type: none"> <li>Rapports d'évaluation d'impact des activités de renforcement</li> <li>Revue de portefeuille</li> <li>Rapports des missions de supervisions et de mi-parcours</li> <li>Rapport d'évaluation de fin de programme</li> </ul>	<ul style="list-style-type: none"> <li>Identification des besoins immédiats et à court et moyen terme en renforcement des capacités</li> <li>Mise en place d'un système de suivi des impacts des formations</li> </ul>
<b>Objectifs</b>	Continuer le développement des capacités par la mise en place d'un dispositif hybride de formation continue qui associe la formation à distance et en présence et le soutien aux projets; faciliter et promouvoir la production, l'échange et la diffusion d'outils, guides et connaissances en gestion et mise en œuvre de projets ; faciliter et/ou renforcer les capacités locales à assister les projets dans la gestion et la mise en œuvre en vue d'une meilleure durabilité des acquis	<ul style="list-style-type: none"> <li>Hausse du nombre de projets ayant amélioré leur système de gestion</li> <li>Nombre et qualité de participation des communautés et leurs organisations aux activités de formation</li> <li>Nombre d'appui-accompagnements</li> <li>Nombre d'ateliers nationaux et régionaux organisés</li> <li>Disponibilité et qualité de e-learning</li> <li>Qualité et accès au site aux modules sur FIDAFrique</li> </ul>	<ul style="list-style-type: none"> <li>Rapports de supervision</li> <li>Rapport d'évaluation mi-parcours</li> <li>Rapport d'évaluation du fin-de-programme</li> <li>Rapports des comités techniques</li> <li>Statistiques d'utilisation de l'espace e-learning sur le site web FIDAFrique</li> </ul>	<ul style="list-style-type: none"> <li>Les bénéficiaires clés participent au renforcement des capacités</li> <li>FIDAFrique collabore étroitement avec le programme</li> <li>Les personnes ressources collaborent avec le programme</li> </ul>
<b>Résultats Attendus</b>	Les projets appuyés par le FIDA améliorent leurs compétences, méthodes et pratiques; Des pôles d'expertise se développent dans les pays d'intervention et sont en mesure de fournir une offre satisfaisante de renforcement des capacités aux projets ; les groupes cibles et bénéficiaires accèdent aux guides, outils et bonnes pratiques et partagent leurs expériences en gestion et mise en œuvre de projets.	<ul style="list-style-type: none"> <li>85% des projets améliorent leur performance par rapport à l'année précédente et utilisent des bonnes pratiques des gestions ; 50% des activités de renforcement de capacités sont faites par des pairs</li> <li>Nombre et qualité de participation des communautés et leurs organisations aux activités de formation</li> <li>Nombre d'appui-accompagnements</li> <li>Nombre d'ateliers nationaux et régionaux organisés</li> <li>Disponibilité et qualité de e-learning</li> <li>Qualité et accès au site aux modules sur FIDAFrique</li> <li>Qualité des prestations</li> <li>Nombres des modules de formation développés par des experts locaux et des fournisseurs des services</li> <li>Nombres des partenariats conclus entre les fournisseurs des services et les projets</li> <li>Qualité des prestations des consultants locaux</li> <li>Qualité des partenariats entres les projets et les fournisseurs des services nationaux et locaux</li> <li>Nombre et qualité des consultants locaux</li> <li>Disponibilité et qualité de la base de données des experts locaux</li> <li>Nombre de bonnes pratiques diffusées</li> <li>Disponibilité et qualité des supports pédagogiques et des guides</li> <li>Nombre de communautés de pratique en gestion et mise en œuvre de projets</li> </ul>	<ul style="list-style-type: none"> <li>Rapports techniques des projets</li> <li>Rapports financiers des projets</li> <li>Rapports d'exécutions des PTBA des projets</li> <li>Rapports de supervision et de mi-parcours</li> <li>Rapports du projet</li> <li>FIDAFrique</li> <li>Supports pédagogiques</li> <li>Guides d'apprentissage</li> </ul>	<ul style="list-style-type: none"> <li>Existence d'une collaboration entre les équipes des projets et les personnels des Ministères clés dans les pays d'intervention</li> </ul>
<b>Activités</b>	Organisation des ateliers à l'intention du personnel des projets et des partenaires ; Evaluation des besoins de renforcement de capacités ; Réunions du Comité de pilotage ; Organisation des ateliers à l'intention des	<ul style="list-style-type: none"> <li>Nombre et qualité des ateliers régionaux et nationaux</li> <li>Nombre, pourcentage et pertinence des réponses reçues</li> <li>Qualité de la participation des membres</li> <li>Qualité des supports pédagogiques</li> <li>Qualité et utilisation de l'espace e-learning et des échanges dans</li> </ul>	<ul style="list-style-type: none"> <li>Feedback et évaluation des participants</li> <li>FIDAFrique et personnel des projets</li> <li>Rapport des réunions</li> </ul>	<ul style="list-style-type: none"> <li>Existence et évaluation des besoins du public cible ; Les outils et méthodes sont adaptés pour l'évaluation des besoins</li> </ul>

Objectifs - Hiérarchie	Indicateurs Objectivement Véritables	Moyens/sources de vérification	Hypothèses/conditions critiques
formateurs ; Ateliers de finalisation des supports pédagogiques ; Rédaction des supports pédagogiques et des guides ; Développement de l'espace e-learning sur FIDAFrique ; Mise en place et gestion des communautés de pratique ; Appui-accompagnement sur mesure pour les projets en phase de démarrage et ceux dits à risques ; Appui-accompagnement des projets sur des composantes ou des activités ; Développement de la base de données des experts locaux	les communautés <ul style="list-style-type: none"> <li>• Qualité des appui-accompagnements</li> <li>• Pertinence des données dans la base de données</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback des participants et évaluation des ateliers</li> <li>• FIDAFrique</li> <li>• Personnel des projets</li> </ul>	<ul style="list-style-type: none"> <li>• Existence d'un intérêt des membres pour le projet</li> <li>• Identification d'experts locaux intéressés</li> <li>• L'espace e-learning est facile et agréable à utiliser</li> <li>• Les projets sont intéressés à participer aux communautés de pratique ; Les experts participent à la mise en place de la base</li> </ul>

# **Institute for People, Innovation and Change in Organisations (PICO)-Eastern Africa: Network for Enhanced Market Access for Smallholders (NEMAS) in East and Southern Africa**

## **I. Background**

1. The intention of this programme is to use knowledge management to deliver more efficient and inclusive agriculture markets, scale up proven practices and policies, and obtain better returns on public investments by IFAD and its partners. This will require long-term commitment and active engagement by partners, and a readiness to learn, rethink and react to the knowledge generated through networking and learning together. What is being proposed is not a project, but the building of partnerships bound by a common concern for these development outcomes.
2. The regional network, FIDAFrique-IFADAfrica, currently provides an umbrella for IFAD's initiatives in knowledge management within the East and Southern Africa region. Implemented by the West Africa Rural Foundation (WARF) in partnership with the African Rural and Agricultural Credit Association (AFRACA), it is helping to build the capacity and mechanisms to ensure that lessons learned and experience better inform ongoing IFAD programmes and the design of new ones. The network is sponsoring the regional learning process to integrate knowledge management into IFAD's loan programmes. Under the FIDAFrique-IFADAfrica umbrella, four thematic networks currently operate in East and Southern Africa, funded by IFAD grants. The design of this grant programme builds on lessons from two of those networks, Strengthening Capacity for Enhanced Market Access and Knowledge Management in Eastern and Southern Africa (SCAPEMA) and the Rural Knowledge Network (RKN) for Eastern and Southern Africa, which will close in 2010. These experiences provided the basis for the expert consultation held at IFAD on 7 and 8 June 2010. Analysing these and other IFAD experiences, the consultation drew important lessons relevant to knowledge management networks, as outlined below:
  - Concentrate on knowledge management functions rather than network structures;
  - Focus on partnerships that will support small groups of local learners doing things on the ground, rather than large numbers of network members talking about what should happen;
  - Instil a culture of change in the partner institutions required to mainstream knowledge management, rather than outsourcing these crucial functions;
  - Develop clear outcomes and indicators to measure the impact on end users and beneficiaries;
  - Design more practical approaches to knowledge management, focusing on the operational rather than the theoretical and conceptual levels;
  - Focus efforts on collaborative learning by assisting players to link up with each other.
3. From these lessons, a new perspective emerged on the nature of knowledge management networks, including the realization that knowledge management networks are more about networking functions than about setting up network structures. Successful knowledge management networks result from ensuring that core functions operate properly, rather than putting in place a network of people. The core functions are: (i) facilitating networking, technical support and scaling up;

(ii) capturing and systematizing knowledge and innovation; (iii) communication; (iv) facilitating peer learning and exchange; (v) mobilizing resources; (vi) monitoring outcomes and impacts; (vii) strategic knowledge management; and (viii) stimulating and supporting local learning.

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

4. Most smallholder farmers access markets through middlemen who visit them at home. The large number of hands their crops pass through as they move down the market chain means a lower price for the farmer. Governments want to ensure that their liberalization policies are fair to all players in the market chain, especially small farmers. They want to make markets less wasteful, less inefficient, more inclusive and more transparent, especially for smallholder farmers and specifically women. Many in the private sector, particularly processors, also want to reduce waste and inefficiency. But building capacity among all players in the market chain would be too costly and too risky an investment. Donors and governments need to find better ways to support private-sector ideas for improving market efficiency and inclusion. Inclusive value chain development calls for joint action among all partners, including the private sector, governments and development agencies.
5. Unfortunately, those trying to improve smallholder farmers' access to markets do not learn from each other. Efforts range from donor-supported government programmes through to NGO projects and interventions by the private sector, mostly supermarkets. Feeding into these efforts are large donor investments in helping farmers run their farms as a business, with the associated business development services and microfinance. This great diversity of effort by many different kinds of organizations provides a rich variety of experiences and lessons from which everyone can learn.
6. A knowledge management initiative embracing this diversity of organizations and linking up with all players in the market chain could be extremely valuable to improve the efficiency and inclusiveness of agricultural markets in East and Southern Africa. Networking such a web of interested stakeholders could create new opportunities for scaling up widely proven practices and policies for real impact on smallholder farmers' experience of marketing.
7. Public interventions suffer when the staff of government and development agencies have little or no direct experience of the private sector. New development approaches, such as "making markets work for the poor", require agencies and governments to facilitate rather than implement. Facilitating value chain development also raises new challenges with regard to impact measurement. Knowledge management embracing private and public players could lead to new ways of working and measuring impact.
8. The promise of a knowledge management network comprised of private and public investors, development agencies, and commercial associations appropriately linked to local market chain players, is that it can make markets more efficient and inclusive. It can support scaling up development interventions and ultimately result in better economic and social returns to public investments. The new network described in this document will give its partners access to a much wider range of practices and experiences than their own programmes can offer. Partners will gain access to a much larger pool of expertise to support their programmes, as well as opportunities to collaborate on large-scale interventions affording greater impact on farmer incomes.
9. This grant addresses one of IFAD's key objectives: ensuring that poor rural people have better access to transparent, competitive and inclusive markets for agricultural inputs and produce. It is also fully in line with the IFAD Policy for Grant Financing. It is expected to significantly contribute to improving knowledge and understanding, for IFAD and its partners, as to what constitutes successful and

innovative approaches, enabling policies and institutions in the broad area of agricultural marketing in East and Southern Africa. The new network will take an innovative, inclusive approach to strengthening capacity for learning and knowledge networking. IFAD, the SNV Netherlands Development Organisation (SNV), the countries in the region and Kilimo Trust are keen to work together to strengthen regional knowledge networking. This will call for expanding partnerships to capture diverse knowledge, lessons and experience; linking more effectively to project and country-level knowledge management; and systematizing practitioner knowledge and lessons emerging from the field. The experience of SCAPEMA will enable IFAD and SNV, in conjunction with Kilimo Trust, to build on and complement their respective strengths. These organizations have a track record in value chain development, particularly facilitating government, the private sector, and civil society in multistakeholder platforms,<sup>1</sup> knowledge development and capacity-strengthening for small producers.

### III. The proposed programme

10. The overall goal is to increase the impact of public and private investments in inclusive market access by smallholders in East and Southern Africa. The programme's objective is to enable decision makers and implementers to make informed choices about the most effective ways to support transparent, inclusive and competitive markets for agricultural inputs and produce.
11. There are two main target groups. The first comprises those who benefit from projects and programmes supported by the partners. Typically, these people are small farmers and other key players in the market chains. They also include government agencies at national and local levels, including policymakers and agencies responsible for market standards and regulatory functions. The second target group comprises decision makers within the partner organizations and those charged with implementing their country programmes.
12. The programme will have a three-year duration. The partners will support peer-to-peer learning and exchange of experiences at local level among farmers and other market chain players. The partners will also establish a regional community of practice through which these experiences will be analysed, shared and scaled up. The community of practice will ensure a continuous flow in both directions of lessons, experience and knowledge between the local and regional levels. The programme will comprise three main components:
  - **Component 1: Improved market efficiency and inclusion.** Improved market efficiency and inclusion will enable smallholder farmers to benefit from markets locally and regionally as well as obtain better prices for their produce. The learning agenda under this component will include: how to develop competitive, transparent and extensive private-sector engagement on inputs and outputs; how to strengthen farmers' organizations to improve market access; how to ensure smallholder farmer inclusion and enhance market chain efficiency; and how to make and assess policies through an effective information system.
  - **Component 2: Scaling up proven practice.** The learning agenda under scaling up good practice in ongoing and new investment programmes through effective cross learning and sharing will include: how to take practices and policies that can be adopted by market chain players to a broader scale; how to encourage the scaling up of investments through innovative approaches and partnerships; how to facilitate network partners to learn from each other's experiences and

<sup>1</sup> IFAD and SNV's complementarity in supporting multistakeholder platforms has materialized in a solid partnership in the oilseeds value chain in Uganda.

harmonize their development interventions; and how to translate cross learning into sustainable practice among market chain players.

- **Component 3: Better returns on investments.** The learning agenda under the component to secure better returns for public and private investments will include: how to develop partnerships for aid effectiveness around investments in market access; how to determine investment effectiveness; how to leverage experience to make knowledge management effective for improved programme performance and policy; how to operationalize partnerships between public, social and private investors; and how to engage private investors in the commercialization of inclusive fair trade.
13. **Towards sustainability.** The approach to sustainability is based primarily on the usefulness of the network and community of practice to the partners and their contribution to reaching the stated development outcomes. It is based on knowledge management becoming mainstreamed within partner institutions and creating a dynamic whereby an increasing number of partners want to be members and join the initiative. It is also based on bringing together a diversity of partners from investors, development organizations and the private sector.
  14. IFAD sees this initiative as having much broader implications for mainstreaming learning and knowledge management into development interventions in the region, especially those supported by IFAD and its partners. IFAD will learn from the development of the market access network and community of practice, and will closely monitor and evaluate the effectiveness of the community of practice as it evolves. Effectiveness will be assessed at two levels: (i) the achievement of stated development outcomes; and (ii) the ongoing usefulness of the knowledge management services offered by the community of practice to its members. Successful experiences will be scaled up in other knowledge management initiatives in the region through FIDAfrique-IFADAfrica, the regional knowledge network, and shared within IFAD and its partners.

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

15. The main outputs will be:
  - Proven practices for efficient, transparent and inclusive market chains developed by local learning groups in partner country programmes. This will include market intelligence operations and commercial services to facilitate transactions along the market chain and provide smallholder farmers with choices for marketing.
  - Knowledge and communication products reflecting experiences in trying out innovative ideas at policy, development practitioner and market chain player levels developed by the regional community of practice. This will include trials of collaborative programmes on a large scale, initiated and guided by the community of practice.
  - Pools of expertise, champions and social entrepreneurs self-perpetuating the generation and use of best practices managed by the community of practice and made available as a service to network partners.
  - Institutional arrangements enabling partnerships between investors for more effective investments to be developed by the regional community of practice. This will include a framework for determining investment effectiveness.
16. The main outcomes are expected to be: (i) improved market efficiency enabling smallholder farmers to benefit from a greater choice of markets locally and regionally; (ii) scaling up of best practice in ongoing and new investment

programmes through effective cross learning and sharing; and (iii) better social and economic returns on public investments in market access.

## **V. Implementation arrangements**

17. The grant recipient will be PICO-Eastern Africa, a not-for-profit organization registered in Nairobi, Kenya. PICO-Eastern Africa will assume the financial management function and manage the grant planning and reporting functions. The network partners (IFAD, SNV and Kilimo Trust) will establish the community of practice and ensure that all knowledge network functions are properly carried out. The partners acknowledge the need for a community of practice facilitation function to act on behalf of the network partners in managing the community of practice. This function will also be carried out by PICO-Eastern Africa. As the community of practice facilitator, PICO-Eastern Africa will ensure that: (i) all knowledge management networking functions are fulfilled; (ii) development outcomes are monitored; (iii) new partners are coached in how to support local learning groups in their programmes; and (iv) an online learning platform linked to all partners' websites is established and managed.
18. In this regard it is important to note that the market access network is part of a larger initiative being supported by IFAD in the region to create and strengthen regional knowledge management networks. Within this broader initiative, ideally an African organization would take on the catalysing, facilitating and nurturing role.
19. The three initial network partners (Kilimo, IFAD and SNV) are committed to supporting the emergence of the community of practice. As network partners, they are committed to taking a long-term view on knowledge management and networking. They are also committed to meeting agreed targets for identifying and supporting local learning groups of small farmers and key market chain players as service providers in their field programmes, including peer exchanges between partner programmes across the East and Southern Africa region.
20. The community of practice, although "staffed" by the network partners, will be a self-governing body of practitioners actively involved in improving the practice of better market access for small farmers. The members are responsible not only for their own learning, but also for the two-way flow of knowledge between regional and local levels. To operate effectively, the community of practice needs one of its members to play convening and representation roles. While these roles will rotate among the members, SNV will take on both roles at the outset.
21. A monitoring system that encompasses both self- and independent monitoring and evaluation will be developed. This will include the rigorous documentation of learning and decisions. The community of practice will carry out frequent self-evaluations to ensure rapid adaptation and learning from within. Facilitation and quality assurance for this process will be provided by SNV initially, eventually rotating to other members of the community of practice. The programme will be directly supervised by IFAD. Considering the innovative character of the programme and the high potential for learning, annual supervision missions will be led by the IFAD East and Southern Africa Division knowledge management officer and a country programme manager to be assigned by the Division.

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

22. The IFAD grant requested for the network is US\$1.5 million. SNV will contribute US\$1.62 million through the allocation of staff/human resources<sup>2</sup> from its nine country programmes. Kilimo Trust will contribute US\$1.0 million with at least 50 per cent in the form of a cash contribution and the remainder in kind. IFAD-supported projects will also be expected to contribute to the programme by covering the cost

<sup>2</sup> SNV's workforce consists of full-time SNV employed advisors (international and national) and an increasing number of local capacity development service providers (paid from SNV budget on assignment basis).



of participation in training and technical assistance activities. During the first two years the focus will be on setting up the community of practice and bringing in new partners.

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

<i>Type of expenditure</i>	<i>IFAD</i>	<i>Cofinancing</i>
Personnel	-	2 120
Professional services	770	-
Travel costs	330	-
Operational costs	200	-
Knowledge management products	200	-
Training/capacity-building	-	500
<b>Total</b>	<b>1 500</b>	<b>2 620</b>

## Results-based logical framework

	Objectives-hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
<b>Goal</b>	Increase the impact of public and private investments in inclusive market access by smallholders.	Increase of number of smallholders connected to markets in network partner programmes.	Impact assessments IFAD programme reports Network reports	Network partners collaborate to scale up proven good market access practices.
<b>Objectives</b>	To enable decision makers and implementers to make informed choices about the most effective ways to support transparent, inclusive and competitive markets.	Number of requests for assistance to the Network from partner organizations. 50% of partner market access projects effectively improved from knowledge shared through Network.	IFAD project reports Network reports Supervision and evaluation reports	IFAD programmes can express demand for services. IFAD programmes can finance necessary learning and capacity building.
<b>Outputs</b>	1. Proven practices 2. Knowledge and communication products 3. Pools of expertise 4. Institutional arrangements enabling partnerships	400 Proven practices developed and shared for all market chain players and service providers. 100 Local learning groups of market chain players and service providers learning and sharing across country programmes. 200 Knowledge and communication products developed and shared for all. COP operational with 10 members exchanging information regularly. Roster of expertise including 100 local business mentors Guidelines for private public partnerships for investors. Tools for assessing investments for investors.	Project supervision, evaluation reports. Project annual reports. Policy briefs. Good practice and impact stories and videos. Service contracts and reports. Websites and online learning platforms. Learning event reports.	Sufficient numbers of small farmers and market chain players are willing to engage in collaborative learning. Sufficient numbers of local mentors can be found and trained
<b>Key activities</b>	1. Network partnership building 2. COP functioning 3. Local learning in country programmes 4. Networking 5. COP services	7 New partners join the network COP learning agenda developed and functional tasks assigned COP engaged in learning across 10 partners in 10 countries 10 Local learning groups engaged in learning and sharing in each of 10 countries Service demands made by network partners to COP for expert consultations	Partnership agreements. Project annual reports. Project supervision and evaluation reports. Project and Partner websites and portals.	

# **Regional Programme for Rural Development Training (PROCASUR): Learning Routes: A Knowledge Management and Capacity-building Tool for Rural Development in East and Southern Africa**

## **I. Background**

1. Since 2006 IFAD has funded an innovative methodology, known as learning routes, to manage knowledge acquired in implementation of programmes and projects, mainly in Latin America. The purpose of the methodology is to expand the adoption of successful innovations and contribute to the exchange of experiences among programme and project implementers. Learning routes have proven to be a powerful mechanism for capacity-building, identifying and systematically organizing best practices, and promoting the adoption of innovations. The approach has contributed to South–South cooperation, especially between Latin America and Africa. This methodology has been used by PROCASUR to build pro-poor capacities among partner institutions, including community-based organizations and NGOs, while bridging the gap between traditional training services offered by projects and programmes and new demands for innovation and replication of best practices. PROCASUR has expanded the reach of the learning route methodology to Africa, organizing South-South exchanges during the start-up workshop for the IFAD East and Southern Africa Division’s regional knowledge network, FIDAFrique-IFADAfrica, in April 2009; designing and implementing a learning route in Peru in January 2010 for the Kirehe Community-based Watershed Management Project in Rwanda and the Irrigation, Rural Livelihoods and Agricultural Development Project in Malawi; and organizing in conjunction with the East and Southern Africa Division and the Ford Foundation the workshop “Learning from the Global South: Weaving together local rural talent of Africa and Latin America” (held in Kigali, Rwanda, in August 2010).

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

2. The proposed programme will significantly increase the potential for South-South exchange between Latin America and East and Southern Africa. It will also promote South-South exchange and learning within the region, especially among IFAD-supported projects, and will lead to greater knowledge and capacity for adopting and scaling up best practices and innovations in the region.
3. The proposed programme addresses knowledge gaps in IFAD activities identified by the joint evaluation of IFAD and the African Development Bank of April 2009, which recommended paying more attention to non-lending activities, including knowledge management, partnership development and policy dialogue, and developing analytical capacity to underpin such activities. The evaluation further concluded that disseminating and scaling up successful innovations was paramount for sustainable development and increased wellbeing among the rural poor in Africa.
4. The programme described here is consistent with the recently adopted IFAD Policy for Grant Financing<sup>1</sup> in that it will promote successful and/or innovative approaches and technologies, together with enabling policies and institutions in support of agricultural and rural development, thereby contributing to the achievement of IFAD’s overarching goal of empowering poor rural women and men in developing countries. The proposed grant addresses all the specific objectives of the policy.
5. The proposed learning routes programme in East and Southern Africa is also consistent with the objectives of the IFAD Strategy for Knowledge Management

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<sup>1</sup> EB 2009/98/R.9/Rev.1.

adopted by the Executive Board in April 2007,<sup>2</sup> aimed at strengthening knowledge-sharing and learning processes; equipping IFAD with a more supportive knowledge-sharing and learning infrastructure; fostering partnerships for broader knowledge-sharing and learning; and promoting a supportive knowledge-sharing and learning culture. The most recent report on progress being made in implementing the strategy<sup>3</sup> concluded that a more strategic application of knowledge needs to be prioritized in IFAD's work and processes. This is especially critical at the country and regional levels. A second challenge will be to increase IFAD's ability to create linkages between all levels of work to enhance horizontal knowledge sharing, such as South-South cooperation among countries and governments, and among farmers from different countries and regions through learning routes.

6. With regard to sustainability, one of the objectives of this programme is to build capacity in East and Southern Africa to identify best practices and innovation, and to design and implement learning routes. The purpose is to ensure that this innovative mechanism for South-South learning and exchange will continue to be used in the region after the end of the proposed grant. PROCASUR, which will establish a presence in the region, will bring 15 years of experience in using the learning routes approach, and know-how on the challenges and best practices in building institutional capacity. Equally relevant for sustainability is to expand and improve the ongoing partnership of PROCASUR with institutions working in the Eastern and Southern Africa region, such as the Ford Foundation, the United Nations International Research and Training Institute for the Advancement of Women (UN-INSTRAW), and Makerere University in Uganda. PROCASUR is an active member in networks including the Global Assets Action Network, FIDAFrique/IFADAfrica and the International Land Coalition, and will join other relevant networks in the region.
7. This programme will be fully linked with FIDAFrique-IFADAfrica and regional thematic knowledge networks, and with the work being done to build a regional knowledge management system. Through the FIDAFrique-IFADAfrica regional network, the IFAD East and Southern Africa Division is supporting a learning process to develop a pragmatic and effective system for knowledge management and learning for IFAD-supported projects. The Division expects that this process will lead to improved project management processes and results through full integration of knowledge management into all aspects of the project cycle and project management. The intention is to build the learning routes approach into IFAD-supported projects and country programmes as a standard mechanism for capacity-building, and identifying and systematically organizing best practices and innovative approaches.
8. Further, PROCASUR will identify, nurture and build capacity and partnerships in the region, to ensure the sustainability of the initiative after the end of this three-year programme.

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

9. The overall goal of the programme is to increase knowledge and capacity for adopting and scaling up best practices and innovations among IFAD stakeholders in East and Southern Africa. The programme's objectives are to: (i) build human and social capital within rural communities and smallholder farmers' organizations and among implementers of rural development projects, especially those financed by IFAD; (ii) stimulate the scaling up of the best available solutions to improve the results and impact of development projects, while building capacity in East and Southern Africa to identify best practices and innovations through the design and implementation of the learning routes methodology; (iii) increase the use of talented local practitioners and champions as training and technical assistance

<sup>2</sup> EB 2007/90/R.4.

<sup>3</sup> EB 2010/99/INF.3.

service providers; and (iv) build capacity in East and Southern Africa to identify best practices and innovations, and to design and implement learning routes.

10. The target group is composed of men and women farmers, microentrepreneurs, small-scale producers and their associations, project technical staff and other development professionals, central and local government officials and policymakers involved in implementing rural development programmes and projects. The potential programme clients will include all those involved in the more than 50 projects and programmes funded by IFAD in the region, with the possibility of including others involved in development interventions funded by other donors.
11. The programme will have a three-year duration and will comprise three main components:
  - **Component 1: Local knowledge and skills management.** Activities under this component include **(a) selection of the best national and local experiences fostered by IFAD and others.** A comprehensive review of development approaches, impacts and results of pro-poor development interventions in the East and Southern Africa region will be conducted to identify initiatives promoted and implemented by IFAD-funded programmes and projects in the region that could be scaled up. The programme will fund the preparation of a compendium or inventory of best practices to inform the identification and development of learning routes. The compendium will be organized in three main clusters: (i) microfinance and the use of information and communication technologies, (ii) value chains, market access and linkages, including the use and adoption of appropriate technologies, and (iii) community-based strategies that integrate local knowledge into natural resource management and conservation (land, water and forests); and **(b) identification and training of talented rural practitioners.** The programme will provide technical assistance and field training to the protagonists or champions of innovative experiences, to allow them to organize and record the processes and identify relevant stakeholders, their experiences, and major lessons learned and recommendations.
  - **Component 2: Capacity-building and incentives for local innovation.** Activities under this component include: (i) organization of up to 20 learning routes at the local, national and international levels; (ii) cofinancing of 40 innovation plans to promote the adoption of lessons learned and skills, supporting the organizations involved to replicate innovation; and (iii) provision of technical assistance services to institutions and projects interested in adopting the learning routes strategy as a tool for knowledge management.
  - **Component 3: Development and dissemination of innovations.** The programme will invest in systematically organizing and disseminating programme results and impact, for testing and replication among projects financed by IFAD and other partner organizations. For this purpose, a number of publications and audiovisual materials will be produced and distributed to projects, government agencies, other development agents and beneficiary organizations.

#### IV. Expected outputs and benefits

12. These are the following:
  - **Component 1:** The long-term outcomes are expected to include replication and adoption of innovative solutions across the region. Outputs will include: (i) a regional workshop to reach a common understanding on innovations for replication; (ii) a compendium of innovative solutions and a summary of experiences gained by farmers

and microentrepreneurs and their associations; and (iii) up-to-date analysis of farmer-led innovations and identification of successful innovators or local champions. Activities under this component will lead to a comprehensive understanding of successful innovative development practices in the region, as well as a roster of talented practitioners or champions.

- **Component 2:** The long-term outcome will be greater capacity in the region to replicate successful innovations. Outputs will include: (i) design and implementation of a minimum of 20 learning routes, 18 within the East and Southern Africa region and two elsewhere, representing up to 200 effective training days in the region; (ii) the design of up to 360 innovation plans by participants to mobilize change, adopt and incorporate innovations and best practices with which participants became familiar with during the learning routes; and (iii) cofunding of 40 innovation plans. The inherent benefits of the learning routes approach include knowledge acquisition, adoption and replication of innovative experiences.
- **Component 3:** Under this component, the programme will produce: (i) six videos, two for each thematic cluster; (ii) three annual reports, one innovative experiences compendium and one e-directory of local rural talents; and (iii) a programme website using Web 2.0 tools and an on-line archive with the results of 20 learning routes. Wide dissemination of programme approaches is expected to contribute to adoption and replication.

## V. Implementation arrangements

13. The grant recipient will be PROCASUR, a not-for-profit organization registered in Santiago, Chile. It will establish representation in one of the countries in the region, to be decided at the time of start-up.<sup>4</sup>
14. Implementation will be the responsibility of a programme implementation unit to be established in a country in the region. The unit will be composed of a programme coordinator, a technical advisor and an administrator. This team will work closely with the coordinator of the FIDAFrique-IFADAfrica network, which is funded by an IFAD grant to the African Rural and Agricultural Credit Association (AFRACA), and which is supporting a regional learning programme for IFAD-funded projects and partners on how to improve project management through more effective knowledge management and use.
15. The programme implementation unit will initially work with the FIDAFrique-IFADAfrica coordinator to support a strong process of integration between IFAD's operations in the region by mapping tried and validated innovations and rural "champions". In addition, the programme coordinator will build alliances with local, national and international projects and institutions to act as territorial and/or thematic focal points in order to increase outreach and mobilization of resources and scale up the methodology. To this end, a number of workshops and in situ training activities are foreseen to promote understanding of the learning routes approach and methodologies, including their design and implementation mechanisms, financing strategies, the role of various actors involved and institutional arrangements to ensure the effective appropriation of this tool among projects and their beneficiaries.
16. A programme steering committee will be set up to provide overall guidance on implementation, composed of: (i) the FIDAFrique-IFADAfrica coordinator; (ii) a representative of the Economic Commission for Africa's (ECA) Knowledge

<sup>4</sup> PROCASUR is currently investigating, with the support of lawyers, the legal requirements for establishing a presence in a country in the East and Southern Africa region.

Management Initiative; (iii) two representatives of IFAD-funded projects in the region; (iv) two IFAD's East and Southern Africa Division country programme managers; (v) the regional knowledge management officer; and (vi) the programme coordinator, who will act as secretary. The committee will meet annually and whenever its members deem necessary, and will be chaired by the regional knowledge management officer.

## VI. Indicative programme costs and financing

17. Total programme costs have been estimated at US\$2.0 million for a three-year implementation period. The programme will be financed by IFAD (US\$1.5 million), PROCASUR (US\$66,500) and programme participants (US\$433,500). Learning route participants will be expected to contribute to covering the cost of their participation.

### 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)	273	-
Professional services	52	103.5
Operational costs, reporting and publications	329	84.8
Training/capacity-building	846	311.7
<b>Total</b>	<b>1 500</b>	<b>500.0</b>

## Results-based logical framework

	Objectives-hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
<b>Goal</b>	Increase knowledge and capacity for adopting and scaling up best practices and innovations among IFAD stakeholders in East and Southern Africa.	10 IFAD funded programmes and projects and partners adopt new innovative practices	Project supervision reports, Mid term evaluations, End-of-project evaluations, Project completion report.	
<b>Objectives</b>	<ul style="list-style-type: none"> <li>- Build human and social capital within rural communities, smallholder farmers' organizations and among implementers of rural development projects, especially among those financed by IFAD;</li> <li>- Stimulate the scaling up of the best available solutions to improve the results and impact of development projects;</li> <li>- Increase the use of local, talented practitioners and champions as training and technical assistance service providers;</li> <li>- Build capacity in ESA to identify best practices and innovations, and design and implement learning routes.</li> </ul>	<p>90 innovative approaches and best practices identified and systematized;</p> <p>360 of participants in Routes of which 25% women; 3200 others indirectly benefiting from the ex-post results dissemination and innovation plan implementation; 900 local talented practitioners trained involved in project implementation of which 25% women</p>	Supervision reports, mid-term and final evaluations	<p>Existence of replicable sound innovations and possibilities for scaling up</p> <p>Acceptance by participants in Learning Routes of identified and proposed solutions</p> <p>Ability of identified practitioners and champions to share knowledge</p>
<b>Outputs</b>	Innovative development practices systematized and talented practitioners or "champions" identified.	One regional workshop, compendium of 90 best practices and innovations; 900 local talented practitioners enabled to give training services and TA	Summary records of workshops	Accessibility and trustworthiness of information
	Project implementers and other stakeholders participate in Learning routes, adopt new practices and replicate them successfully	20 Learning Routes designed and 20 implemented, 200 training days, 360 direct beneficiaries and 3200 indirect beneficiaries, 40 Innovation Plans designed, financed and implemented	Learning Routes convocations and applicants list, design and end-of-route reports, Innovation Plans and assessments	Favourable macro and micro economic conditions and local acceptance of innovations
	Innovative practices approaches and results disseminated widely	10 written and audio visual materials, 1 Web page created and update monthly, 20 online Learning Routes Archives	Website analytical statistics, Readership, viewer surveys of publications and AV materials	Accessibility to Internet services and efficient distribution systems for printed matter
<b>Key Activities</b>	(a) Regional workshops; (b) systematize experiences; (c) publish compendium of practices and local talents; (d) organize routes; (e) prepare & implement Innovation Plans; (f) design & distribute publications.	<b>Means:</b> (a) consulting services, training, publications and audio visual materials, staff salaries and operational costs	AWPB and Supervision mission reports, management letters.	Grant agreements signed, PIU established, first AWPB prepared and approved by IFAD.

Note: YRW: young rural women.



## **Institute of Peruvian Studies (IEP): Young Rural Women in Latin America in the Twenty-first Century**

### **I. Background**

1. Latin America has enjoyed a positive growth rate, averaging 4.2 per cent, over the last six years, and according to forecasts by the United Nations Economic Commission for Latin America and the Caribbean (ECLAC), the region will sustain high growth rates in 2010 and beyond.
2. In contrast to the sustained growth, however, there is a less than praiseworthy side of the story: the situation of women. On average, the employment to population ratio of women in the region is only 44.8 percent, although the ratio for men is 82.8. The situation is worse in rural areas. ECLAC has reported that although recent years have seen an increase in wealth and a decrease in poverty and income inequality, all indicators for women remained negative. Equality of opportunity among male and female citizens is still a pending task in Latin America's sustainable development.
3. Designing measures that promote equal opportunity and serve as a catalyst for actions and policies that benefit women, especially young rural women, requires an up-to-date and in-depth understanding of this significant social group. Women in Latin America and the Caribbean, especially young women, have undergone significant transformations in terms of their capabilities (with universal primary education, expanded tertiary education, etc.), access to decision-making, income-generation dynamics (entry into labour markets, development of independent economic enterprises, etc.), and their relationship with the public sector and social policies (especially conditional cash transfer programmes). These new conditions and the new profile of young rural women redefine the economic, social and political dynamics of which they are a part. Nevertheless, a rapid review of rural poverty-reduction policies and projects shows that they are based on an outdated view of rural women, as a group with little or no education, without integration into income-generating activities, without social participation and with very limited ties to urban and rural institutions and markets. Such out-of-date perceptions of rural women lead to poor policy and project design, and in relevant results.
4. The proposed programme takes into account the changes young rural women have undergone, their new demands and expectations, and their experiences, viewing them as a dynamic group that is crucial for rural development and rural poverty reduction. In order to tap into young rural women's potential to contribute to changing their local, regional and national societies, policies and programmes need to be better adapted to their new profile.

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

5. The programme is part of a long-standing IFAD effort to mainstream gender in its strategies: (i) in 1992, the Executive Board approved IFAD's Strategies for the Economic Advancement of Poor Rural Women, establishing a strategic link between women's empowerment, rural development and household food security; (ii) the Strategic Framework for IFAD 2002-2006 (<http://www.ifad.org/sf/SFeng.pdf>) acknowledged a direct link between poverty reduction and women's empowerment. Gender inequalities are seen as a dimension of poverty, which means that gender issues must be addressed as a multisector problem in all aspects of IFAD's work; and (iii) in 2003, the Plan of Action 2003-2006 for Mainstreaming a Gender Perspective in IFAD's Operations (<http://www.ifad.org/gender/policy/action.htm>) was approved.

6. Gender mainstreaming in IFAD projects is also a matter of efficient intervention. The Plan of Action 2003-2006 states that if the importance of gender roles is ignored, even the best-designed interventions may fail.
7. The proposed programme responds to strategic objective No. 6 of the IFAD Strategic Framework 2007-2010 ([http://www.ifad.org/sf/strategic\\_e.pdf](http://www.ifad.org/sf/strategic_e.pdf)), which aims to promote "local and national policy and programming processes." According to this objective, "IFAD will support the establishment of inclusive policy and budgetary processes relative to agriculture and rural development that give space to poor rural people, and it will strengthen their capacity to effectively participate in them at both the local and national levels." (part 3, Strategic objectives.) Specifically, the programme targets the fifth operational outcome under in-country capacities: "Improved capacity for programme development and implementation (government, NGOs, private sector)."
8. The proposed programme will contribute to two of the four objectives of the Revised IFAD Policy for Grant Financing (EB 2009/98/R.9/Rev.1): awareness, advocacy and policy dialogue on issues of importance to poor rural people promoted by [, and on behalf of,] this target group; and lesson learning, knowledge management and dissemination of information on issues related to rural poverty reduction [increased] among stakeholders within and across regions. The proposed programme falls within objectives 1 and 2 of the Grant Strategic Plan of the Latin America and the Caribbean (LAC) Division 2010: **understand** and **innovate**. It will also be a key input for achieving the objective of **informing policy** in the region.

### III. The proposed programme

9. The overall goal of the programme is to ensure that policymakers and rural development project managers and staff are better informed of the characteristics, capabilities and expectations of young rural women and take advantage of this new knowledge to improve policy and project design and implementation and make them more relevant.
10. The programme proposes three specific objectives: (i) to generate knowledge based on solid empirical evidence about the changes in characteristics of young rural women, their expectations for the future in terms of their economic activities and social relationships; (ii) to make this new knowledge available to different stakeholders; and (iii) to improve the capacity of IFAD staff, operations and country teams to effectively include young rural women in their project designs, as key actors in rural development and as beneficiaries of project activities.
11. The programme will have a two-year duration and will comprise four main components:
  - National-level research and data gathering;
  - Thematic and cross country analyses;
  - Policy dialogue and dissemination;
  - Internal feedback with IFAD's LAC Division.

### IV. Expected outputs and benefits

12. These are the following:
  - **Component 1: National research and data gathering.** Systematically documented information and new evidence about key aspects of young rural women in six countries in Latin America, disseminated through knowledge products such as:
    - Six working papers published;
    - 12 reports on national policy;

- 24 media briefs on young rural women;
  - One annual report on programme activities; and
  - One regional summary.
- **Component 2: Thematic and cross country analyses.** Systematically documented evidence about key aspects of young rural women that cuts across Latin America, disseminated through knowledge products such as:
    - Six working papers published;
    - One annual report; and
    - One regional summary.
  - **Component 3: Policy dialogue and dissemination.** Increased dialogue and sharing of information among stakeholders involved in developing policies targeting young rural women, through formal and informal platforms for dialogue, inclusion of diverse stakeholders in these platforms, and distribution and use of documents produced. One workshop in each country; presentations at selected regional forums; 24 media briefs; 12 articles in the mass media; and greater public visibility of the debate on policies targeting young rural women.
  - **Component 4: Internal Feedback with IFAD's LAC Division**
    - One internal document for IFAD's LAC Division with key findings and recommendations for improving the relevance to young rural women of IFAD operations;
    - Presentation of interim and final results at the division's annual retreats; and
    - Inclusion of IFAD teams and national partners in research, discussion and dissemination of the programme findings.

## V. Implementation arrangements

13. The programme proposes a three-tier structure: (i) overall coordination; (ii) area coordination; and (iii) national teams. There will also be a dissemination team and an advisory council.
14. IEP will be responsible for overall coordination. In Central America and the Caribbean, the Economic and Social Research Institute (IDIES) of Rafael Landívar University, Guatemala, will be responsible for coordination. The other country teams will be chosen during the first three months of the programme.

## VI. Indicative programme costs and financing

15. The programme will be funded mainly with the IFAD grant. However, each of the six local partners will provide complementary resources, mainly in kind, in the form of equipment, networks, offices and databases.
16. The total programme budget is US\$855,000. The contribution requested of IFAD is US\$750,000, or 88 per cent of the total.

**Summary of budget and financing plan<sup>a</sup>**  
(In thousands of United States dollars)

<i>Type of expenditure</i>	<i>IFAD</i>	<i>IEP/local partners</i>	<i>Total</i>
Personnel (including subcontractors)	108		108
Professional services	70	15	85
Travel costs	55		55
Equipment		12	12
Studies, technical assistance and training	338	48	386
Communication, reporting and publications	99	30	129
M&E	6		6
Indirect costs	74		74
<b>Total</b>	<b>750</b>	<b>105</b>	<b>855</b>

<sup>a</sup> Discrepancies in totals are due to rounding.

## Results-based logical framework

	Objectives-hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
<b>Goal</b>	Public policy makers, and rural development project managers and staff are better informed of the characteristics, capabilities and expectations of YRW and take advantage of this new knowledge to improve policy and project design and implementation, making them more relevant for YRW.	Six public institutions incorporate references to YRW within their line of work given the findings of the YRW Programme (one per country). Six private institutions or cooperation agencies incorporate references to YRW within their lines of work given the findings of the YRW Programme. IFAD's Latin American Division includes specific actions orientated towards the development of YRW	Annual programme reports. Monitoring and evaluation (M&E) reports. Information from public agencies	Countries do not undergo major crises that severely affect the normal policy processes and agendas.
<b>Objectives</b>	a) To generate knowledge based on solid empirical evidence about the changes in characteristics, capabilities and expectations of YRW.  b) To make this new knowledge available to different collectives (academics, policy-makers, opinion makers).  d) To improve the capacity of IFAD's staff, operations and country teams to effectively include YRW in their project designs	Six articles published in nationally circulated. Six articles published in internationally circulated journals. 300 copies of national documents and issue documents distributed to key decision-makers on YRW. Increase IFAD references to YRW as a key development actor in new projects in LAC.	Annual programme reports. M&E reports.	Political or social unrest in the participating countries does not affect the opportunity and interest of stakeholders to include the results in their debates, proposals and activities.
<b>Outputs</b>	<b>National research:</b> relevant evidence-based analysis about the YRW in six Latin American countries. <b>Thematic research:</b> relevant evidence-based analysis on specific aspects of YRW at the regional level <b>Policy dialogue and dissemination:</b> fostering policy dialogue processes with strategic and relevant decision-makers at the national and development project levels. <b>Feedback to IFAD:</b> discussion of findings by IFAD's LAC Division, to enable CPMs, country teams and project managers to be more aware of the changes, about new YRW profile and the role	12 working papers produced 12 policy analysis reports of national scope 24 media briefs about YRW 06 meetings to exchange and disseminate information with experts at the national level and presentations at least in 02 regional meetings 06 specialized dissemination events with journalists and shapers of public opinion at the national level 01 internal document to IFAD's LAC Division, presented, discussed and approved by the Division. Presentation of programme results and recommendations in the annual retreats of the LAC Division.	Annual programme reports. M&E reports. New project designs.	Devaluations or other economic shocks do not reduce the capacity of the programme to finance activities. Other commitments do not compete for the time and attention of the participating partners. Shocks or other limitations do not constrain field work
<b>Key Activities</b>	Selection of national teams Focus groups and workshops with YRW; 10-15 per country. Preparation of working papers policy reports, research reports, media briefs, and scholarly articles. Policy dialogue activities with decision-makers and opinion leaders, in each of the six countries. Developing an internal document for IFAD's LAC Division with key findings and recommendations	Nº and composition of advisory teams Nº interviews and focus groups conducted Nº of participants in meetings. Nº of policy dialogue events. Nº of media briefs, press releases, briefings and meetings with journalists. Nº people receiving information about YRW Programme.	Evaluations and minutes of activities. Annual programme reports. M&E reports.	

