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Investing in rural people

## **President's report on a proposed grant under the global/regional grants window to a non- CGIAR-supported international centre**

### **Stichting Oxfam Novib**

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**For: Approval**

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Results-based logical framework

## Abbreviations and acronyms

|      |                               |
|------|-------------------------------|
| GALS | Gender Action Learning System |
| HHMs | household methodologies       |
| ON   | Stichting Oxfam Novib         |

## Recommendation for approval

The Executive Board is invited to approve the recommendation for a grant under the global/regional grant window to a non-CGIAR supported international centre as contained in paragraph 7.

## President's report on a proposed grant under the global/regional grants window to non-CGIAR-supported international centre

I submit the following report and recommendation on a proposed grant for agricultural research and training to a non-Consultative Group on International Agricultural Research (CGIAR)-supported international centre in the amount of US\$1 million.

### Part I – Introduction

1. This report recommends the provision of IFAD support to the research and training programme of the following non-CGIAR-supported international centre: Stichting Oxfam Novib.
2. The document of the grant for approval by the Executive Board is contained in the annex to this report:
 

Stichting Oxfam Novib: Integrating household methodologies into agricultural extension, value chains and rural finance in sub-Saharan Africa project
3. The objectives and content of the project are in line with the evolving strategic objectives of IFAD and the Fund's policy for grant financing.
4. The overarching strategic goal that drives the 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, 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 project is in line with the goal and outputs of the IFAD grant policy, specifically, outputs (a), (b), (c) and (d), since it contributes to more inclusive targeting and pro-poor impact of IFAD's activities by broadening, deepening and scaling up proven household methodologies. In addition, the project will strengthen in-country partnerships between local civil society organizations, local private-sector actors and government agencies linked to IFAD operations. The project directly develops the skills of rural women and men to advocate with public and private actors for their economic rights and position in value chains, and for access to extension and financial services.

## **Part II – Recommendation**

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

RESOLVED: that the Fund, in order to finance, in part, the Integrating household methodologies into agricultural extension, value chains and rural finance in sub-Saharan Africa project, shall provide a grant not exceeding one million United States dollars (US\$1,000,000) to Stichting Oxfam Novib for a three-year project 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

# **Stichting Oxfam Novib: Integrating household methodologies into agricultural extension, value chains and rural finance in sub-Saharan Africa project**

## **I. Background**

1. Since 2009, IFAD has been promoting the use of innovative household methodologies (HHMs) as a mechanism to achieve a deep and sustainable reduction in rural poverty. The Gender Action Learning System (GALS) that was developed under the Women's Empowerment Mainstreaming and Networking (WEMAN) programme of Stichting Oxfam Novib, and the household mentoring approach developed as part of the Agricultural Support Programme supported by Swedish development cooperation (Sida) in Zambia (and subsequently adapted in IFAD-supported projects in Malawi and Uganda) are two of the most comprehensive household methodologies.
2. GALS has been used under the WEMAN programme since 2008. Its application in value chain development was first piloted by Stichting Oxfam Novib (ON) and partners in Uganda through a small IFAD-financed grant (US\$200,000) from 2009-2011 (with ON cofinancing of US\$164,000). An external evaluation was undertaken, which demonstrated its achievements in terms of empowering women and poor people, enhancing their participation in value chains, enabling them to increase their productivity and improving their access to services. The methodology has been rolled out by ON with local partners in Uganda, Rwanda and Nigeria since 2011 with the support of an IFAD-financed grant to ON of US\$1.4 million (with ON cofinancing of US\$848,000). Through this grant, 34,000 rural people are using GALS to improve gender equality and their livelihoods, leading to increased productive assets, secure access to land, increased savings and better incomes. An external evaluation is planned at the end of 2014 which will report on more recent outcomes, lessons and challenges. The ON grant was assessed against almost all performance indicators as being one of the best-performing projects managed by the Policy and Technical Advisory Division (PTA) in 2013 and 2014.
3. IFAD has supported the development and dissemination of HHMs as a means of achieving significant and sustainable development outcomes at the household level. The PTA gender desk is specifically promoting HHMs in the International Year of Family Farming. Interest and capacity-building in HHMs have been stimulated through learning routes supported by PROCASUR, IFAD and ON in Rwanda and Uganda in 2012; a GALS workshop in Sierra Leone organized by IFAD in 2013; and a workshop/"writeshop" in Uganda organized by the PTA gender desk in 2013. A PTA "how to" note on HHM is currently under preparation. At present ON is implementing GALS in five countries in Africa and three countries in Asia, and expanding its use within the Oxfam International confederation. HHMs are currently being promoted in IFAD-supported programmes in Ghana, Malawi, Mozambique, Nigeria, Rwanda, Sierra Leone, Uganda and the Lao People's Democratic Republic.

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

4. Household methodologies are being implemented by governments, development agencies and NGOs. Although these methodologies are relatively new, experience demonstrates that they can contribute significantly to the sustainable achievement of development objectives, as well as gender equality. They strengthen livelihood strategies; raise productivity through improved farm decision-making and workload balance; increase opportunities for social inclusion; deepen links between communities and development partners; and result in better value chain development. These benefits are generated by improved dynamics within the household.

5. HHMs build on the growing understanding that, in many parts of sub-Saharan Africa, households are not cohesive units with shared assets, needs and goals. Rather, women and men in the same household often lead separate lives, and gender norms prescribe unequal access to and control of productive assets and information. Women often face a double burden of productive work and domestic chores, combined with the responsibility of caring for the family, ensuring adequate food and making sure that children attend school. Men often feel burdened by the responsibility of decision-making as "heads of the family", inheritors and formal owners of assets. Financial services, agricultural extension and value chain development initiatives often do not take these differences into account, nor address the root causes. This hampers the effectiveness of strategies for reducing rural poverty in a sustainable manner.
6. HHMs have been successfully applied in a number of countries and can effectively be integrated into agricultural extension, rural finance and value chain development. They increase the pro-poor impact of such economic interventions and can contribute significantly to IFAD's goal of helping 80 million people move out of poverty.
7. Given the results achieved to date, it seems appropriate to broaden, deepen and scale up these activities by: (i) including other household methodologies in addition to GALs; (ii) expanding the context from value chain development to rural finance and agricultural extension; (iii) ensuring closer linkages with IFAD country programmes and strengthening their impact at the household level; and (iv) reaching out to French-speaking African countries. Several IFAD-supported projects have requested capacity-building on HHMs and hands-on support, i.e. which methodology they should apply and when, and how to integrate HHMs into project design and implementation. This project will develop local resource centres and a critical mass of expertise in civil society organizations (CSOs) that can be used by IFAD-supported operations beyond the proposed grant-funded project period. It will also provide training and hands-on assistance to IFAD projects to effectively use existing material on HHMs. It will strengthen the capacity of CSOs to advocate for the use of HHMs, with a view to making local development planning by governments and by public and private services more participatory, gender-sensitive and demand-driven. Capacity development materials and guidelines in French will be developed as part of this project.

### **III. The proposed project**

8. The overall goal of the project is to contribute to an increase in the food, nutrition and income security of poor households in rural districts of Rwanda, Burundi and the Democratic Republic of the Congo.
9. The project's objectives are to: (i) enable 13,000 women (30 per cent youth) and 9,000 men (30 per cent youth) from rural communities in Rwanda, Burundi and the Democratic Republic of the Congo to develop and implement household plans to address gender inequality, steer the enhancement and diversification of their livelihoods, and find best practices to make these more resilient to socio-economic shocks and ensure more nutritious food for their households; and (ii) improve the effectiveness of programmes and projects by local CSO partners and IFAD-supported operations using a selection of household methodologies to integrate gender transformative tools, social change strategies and participatory decision-making into agricultural extension, rural finance and value chains, for a more demand-driven and inclusive approach for reaching out to poor rural households.
10. The target group includes: (i) rural women, men and youth living in poverty in rural districts in Burundi, Rwanda and the Democratic Republic of the Congo and experiencing food and nutrition insecurity; (ii) more powerful stakeholders such as local government bodies, public and private service providers and buyers in local economies and a number of value chains; (iii) local CSOs that will integrate

household methodologies into rural finance, value chain development and agricultural extension; and (iv) staff from IFAD-supported projects from the three target countries and from other sub-Saharan African countries who will be involved in capacity development activities and dissemination of information to promote the scaling up of household methodologies.

11. The project will be implemented over three years and will comprise three main components:
  - Community-led action learning by vulnerable women and men to address gender and social inequalities and food shortages, and negotiate better terms and conditions with public and private service providers and buyers;
  - Capacity development for scaling up the integration of household methodologies into value chains, rural finance and agricultural extension; and
  - Knowledge management and South-South learning to support further scaling up, with a focus on French-speaking countries in sub-Saharan Africa.

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

12. These are the following:
  - 22,000 rural people (approximately 13,000 women and 9,000 men, of whom 30 per cent will be young women and 30 per cent young men) are able to use HHMs for increasing gender equality and improving their livelihoods;
  - 35 cooperatives/producers' organizations/village savings and lending associations of poor rural people are strengthened with analysis and planning skills to articulate priorities and needs, and to establish market linkages;
  - Community networks are established for peer-sharing best practices for gender equality and livelihood improvement;
  - At least six community public-private partnerships for gender-sensitive business development and demand-driven services are established;
  - At least six CSO partners are supported and function as resource centres on HHMs for supporting scaling up in IFAD-supported projects and other interventions, after the project period; and
  - Staff from IFAD-supported projects in sub-Saharan Africa have the skills and tools to integrate HHMs into project design and implementation.

#### **V. Implementation arrangements**

13. The recipient of the grant will be Stichting Oxfam Novib, a not-for-profit organization registered in the Netherlands. ON has more than 50 years of experience in the field of development cooperation. ON is a member of Oxfam International, a consortium of 17 organizations for development cooperation supporting more than 3,000 counterparts in approximately 90 countries where poverty and inequality exist. In this grant, ON will collaborate with Oxfam Intermon (Spain) and Oxfam GB (United Kingdom). ON has a five-year framework agreement with the Government of the Netherlands and manages grants totalling more than EUR 20 million from the European Commission, the United Nations and large foundations. ON has a comprehensive system of identifying, appraising, monitoring and evaluating the programmes of partners, and sets clear rules and provides guidance to ensure adequate implementation and financial management of sub-contracts.
14. ON was selected as an implementing partner for three strategic reasons: (i) ON's extensive experience with local CSO partners in HHMs, particularly GALS; (ii) ON's track record with South-South knowledge brokering and learning, and its existing and potential linkages with IFAD-supported projects in-country; and (iii) the

potential for scaling up through the extensive network of organizations under the Oxfam confederation and with local CSOs in most countries in sub-Saharan Africa and worldwide.

15. For this project, a consortium will be formed with local CSOs in Rwanda, Burundi and the Democratic Republic of the Congo, which will promote sharing of experiences between the three countries, capitalize on the opportunities for linking with IFAD programmes in these countries and bring in more practitioners from French-speaking countries in west Africa. The experience and expertise built up with partners and their community groups in Rwanda under the existing IFAD-financed grant will provide a strong base for this initiative.
16. ON will enter into sub-agreements with local partners but will remain ultimately accountable for funds management and financial reporting. ON will submit separate annual project audit reports to IFAD, consolidating expenditures incurred by local partners, who will be accountable to ON for the use of sub-grant funds and will be subject to standard audit oversight.

## VI. Indicative project costs and financing

17. The project will be implemented over three years, with a total cost of US\$1,620,000. The IFAD grant totals US\$1 million and ON will provide cofinancing of US\$620,000. The IFAD grant focuses on supporting the capacity-building of CSO partners (under the heading "workshops") and work in communities to be undertaken by local CSO partners (budget line "training" - which includes action learning, peer capacity-building and stakeholder negotiations). The ON cofinancing focuses on salaries, operating costs (including audits), consultancies related to innovations with HHM and translation, travel and workshop costs.

Table 1  
**Costs by component and financier**  
(Thousands of United States dollars)

| <i>Components</i>   | <i>IFAD</i>  | <i>Cofinancier</i> | <i>Total</i> |
|---|--------------|--------------------|--------------|
| 1. Community-led action learning by vulnerable women and men to address gender inequalities and negotiate better terms and conditions | 732          | 0                  | 732          |
| 2. Capacity development for scaling up integration of HHMs into value chains, rural finance and agricultural extension                | 146          | 83                 | 229          |
| 3. Knowledge management and South-South learning to further support scaling up  | 45           | 102                | 147          |
| 4. Project management, monitoring, evaluation and learning  | 0            | 435                | 435          |
| Overheads   | 77           | 0                  | 77           |
| <b>Total</b>  | <b>1 000</b> | <b>620</b>         | <b>1 620</b> |

Table 2  
**Costs by expenditure category and financier**  
(Thousands of United States dollars)

| <i>Expenditure Category</i>                                | <i>IFAD</i>  | <i>Cofinancier</i> | <i>Total</i> |
|--|--------------|--------------------|--------------|
| 1. Salaries and allowances                                 | 0            | 319                | 319          |
| 2. Operating costs   | 0            | 51                 | 51           |
| 3. Consultancies   | 0            | 68                 | 68           |
| 4. Travel and allowances (including hotels)                | 0            | 59                 | 59           |
| 5. Equipment and materials                                 | 0            | 0                  | 0            |
| 6. Goods, services and inputs                              | 0            | 0                  | 0            |
| 7. Workshops   | 146          | 123                | 123          |
| 8. Training, knowledge management and South-South learning | 777          | 0                  | 0            |
| 9. Management fees/overheads                               | 77           | 0                  | 0            |
| <b>Total</b>   | <b>1 000</b> | <b>620</b>         | <b>1 620</b> |



# RESULTS-BASED LOGICAL FRAMEWORK

| Summary of objectives   | Objectively verifiable indicators  | Means of verification   | Assumptions/risks  |
|---|--|---|--|
| <b>GOAL</b>   |  |   |  |
| <b>Goal:</b> To contribute to an increase in food, nutrition and income security of poor households in rural districts of Rwanda, Burundi and the Democratic Republic of the Congo.   | <ul style="list-style-type: none"> <li>At least 70% of the women and men using HHM have:               <ul style="list-style-type: none"> <li>reduced seasonal food insecurity</li> <li>increased household and productive assets (including savings)</li> <li>increased expenditure on household wellbeing needs (health, education)</li> </ul> </li> <li>At least 30% of directly targeted households have balanced diets for all household members that are in line with their nutrition needs</li> </ul>   | <ul style="list-style-type: none"> <li>Baseline, mid and end term reviews, external evaluation</li> <li>Participatory monitoring system at individual and group levels</li> <li>AWPBs of IFAD and Oxfam supported projects</li> <li>Project design documents, testimonies and case studies published on websites.</li> <li>Final external evaluation</li> </ul> | <ul style="list-style-type: none"> <li>No climatic extremes or disasters occur</li> <li>No political upheavals and massive emigration or displacement take place</li> <li>Matching funds continue to be available from other donors</li> <li>Inflation rates are reasonable</li> </ul>   |
| <b>OBJECTIVES</b>   |  |   |  |
| <b>Specific objective 1:</b> Enable 13,000 women which 30% are youth and 9,000 men which 30% are youth from marginalised rural communities in Rwanda, Burundi and DR Congo to make and implement household plans to address gender inequality, steer the enhancement and diversification of their livelihoods, and find best practices to make these more resilient to socio-economic shocks, with nutritious food available in households.   | <ul style="list-style-type: none"> <li>At least 50% of women secure their access to land</li> <li>At least 70% of women report a more equal share in decision-making over HH expenditure</li> <li>At least 70% of households report a more equal division of productive and domestic labour, including care work, proportionate to the distribution of benefits.</li> <li>At least 40% of women experiencing domestic violence report a reduction</li> <li>At least 50% of rural women and men have increased negotiation power with buyers and service providers</li> </ul>   | <ul style="list-style-type: none"> <li>Interim and final reports to IFAD</li> <li>Participatory monitoring system at individual and group levels</li> <li>Mid-term and final international review meetings/capacity-building events</li> <li>Final external evaluation</li> </ul>   | <ul style="list-style-type: none"> <li>The project area is partly in (post-) conflict areas; results would be affected if conflicts reoccur or freedom of movement is limited</li> <li>Formalisation of community public private partnerships not obstructed or politicized</li> <li>The fear of perpetrators' of violence of being reported does not obstruct behaviour change</li> </ul> |
| <b>Specific objective 2: Improve the effectiveness of programmes and projects</b> by local CSO partners and IFAD-supported operations using a selection of Household Methodologies to integrate gender transformative tools, social change strategies and participatory decision making into agricultural extension, rural finance and value chains, for a more demand-driven and inclusive approach reaching out to poor rural households.   | <ul style="list-style-type: none"> <li>At least 2 CSO partners in each country have integrated HHM in their interventions</li> <li>At least 6 CSOs have established linkages with IFAD operations and effectively function as resource centres of experience in HHM</li> <li>At least 6 IFAD-supported projects have included HHM in plans and budgets.</li> <li>Innovation cases and guidelines disseminated</li> </ul>   | <ul style="list-style-type: none"> <li>Annual revision of CSO Action Plans.</li> <li>MoUs between local CSOs and IFAD projects</li> <li>interim and final reports to IFAD</li> <li>Final external evaluation</li> <li>Training materials and resources on websites</li> </ul>   |  |
| <b>Outcomes</b>   |  |   |  |
| <p>1.1 Rural people able to use HHM for increasing gender equality and improving their livelihoods;</p> <p>1.2 Community/producer organizations of poor rural people strengthened with analysis and planning skills to articulate priorities and needs, and to establish market linkages;</p> <p>1.3 Community networks established for peer-sharing best practices for gender equality and livelihoods;</p> <p>1.4 Community-public-private partnerships for gender sensitive business development and demand-driven services established.</p> | <ul style="list-style-type: none"> <li>13,000 women and 9000 men trained on HHM by partners and through peer sharing, of which 30% of both sexes are youth.</li> <li>35 cooperatives/producer organizations/VSLAs trained on organization development based on HHM.</li> <li>In each community covered by the project effective informal platforms for peer sharing best practice established.</li> <li>Buyers, input suppliers and other stakeholders in at least 6 business clusters or value chains have the capacity to develop implement and monitor gender equitable win-win business collaborations.</li> </ul> | <ul style="list-style-type: none"> <li>Community led tracking of peer learning in leadership empowerment maps</li> <li>Progress reports, including reports from CSO partners ;</li> <li>Reports and minutes by cooperatives and other groups</li> <li>Review reports / evaluations</li> </ul>   | <ul style="list-style-type: none"> <li>Socio-political context allows a similar pace of change in the CSOs to that found in the earlier grant projects</li> </ul>  |
| <p>2.1 CSO partners trained in HHM;</p> <p>2.2 CSO partners supported and able to function as resource centres on HHM;</p> <p>2.3 Capacity of staff from IFAD-supported projects in Sub-Saharan Africa developed to integrate HHM at design and implementation stages.</p>  | <ul style="list-style-type: none"> <li>Regional and national-level capacity development events have been carried out with 7 CSO partners, and materials translated in French.</li> <li>At least 6 CSO partners demonstrate skills, materials and quality criteria to host and carry out learning visits on HHM and act as resource centres</li> <li>Staff from at least 7 IFAD-supported projects in Sub-Saharan Africa demonstrate their skills to use HHM.</li> </ul>  |   |  |

| KEY ACTIVITIES  |  |   |  |
|---|--|---|--|
| <p><b>Activity component 1: Community-led action learning to address gender and social inequalities, food shortages and negotiate better terms and conditions</b></p> <ol style="list-style-type: none"> <li>i. Catalyst phase</li> <li>ii. Mainstreaming phase</li> <li>iii. Movement building phase</li> </ol> <p><b>Activity component 2: Capacity development for scaling up the integration of HHM in value chains, rural finance and agricultural extension</b></p> <ol style="list-style-type: none"> <li>i. HHM co-creation workshop</li> <li>ii. Peer support visits</li> <li>iii. Capacity development for IFAD-supported projects</li> <li>iv. Technical support missions on HH Methods</li> <li>v. International Mid-Term Review workshop</li> <li>vi. Final Review and Sustainability workshop</li> </ol> <p><b>Activity component 3: Knowledge management and south-south learning to support further scaling up</b></p> <ol style="list-style-type: none"> <li>i. Translation of existing materials in French</li> <li>ii. Support CSOs to become resource centres on HHM and develop practical guidelines on HHM in French</li> <li>iii. Case studies, lessons and evidence developed and disseminated to CSOs and IFAD-supported projects</li> <li>iv. Create new knowledge through research and exchange visits between CSOs and other actors.</li> <li>v. Dissemination workshops to influence programme designers and policy makers.</li> </ol> <p><b>Activities for Project Management</b></p> <ol style="list-style-type: none"> <li>i. Inception workshop</li> <li>ii. Advisory committee</li> <li>iii. Coordination of baselines and evaluations</li> <li>iv. Overall management, quarterly reporting monitoring</li> <li>v. Financial capacity development and audits</li> </ol> | <p>Activity component 1:</p> <ul style="list-style-type: none"> <li>• Catalysts workshops carried out, peer trainers identified, community-level manuals, qualitative data about change, stakeholder maps</li> <li>• Business tools workshops, multi-stakeholder platforms and workshops, group meetings,</li> </ul> <p>Activity component 2:</p> <ul style="list-style-type: none"> <li>• Co-creation workshop prepared, carried out and reported</li> <li>• CSO partners from Rwanda report on support visits to other CSO partners</li> <li>• Staff of IFAD-supported projects included in local and regional workshops</li> <li>• Reported outcomes of technical support missions shared with all partners and IFAD-supported projects involved</li> <li>• Mid-term and final review workshops prepared, carried out and reported</li> </ul> <p>Activity component 3:</p> <ul style="list-style-type: none"> <li>• GALS manuals and guides available in French</li> <li>• Video material and clips in local language and subtitles or voice over</li> <li>• Practical guidelines, case studies and lessons available in CSO partners and IFAD-supported projects</li> <li>• Papers and how-to-do notes shared</li> <li>• Programme designers and policy makers have information about HHM</li> </ul> <p>Project management:</p> <ul style="list-style-type: none"> <li>• AWPB and improved contract management arrangements</li> <li>• Committee meetings/skypes at least twice a year</li> <li>• Baseline available in each CSO partner</li> <li>• Evaluation report disseminated</li> <li>• Management and monitoring arrangements established.</li> </ul> | <ul style="list-style-type: none"> <li>• Pictorial GALS Manuals and outcomes of participatory reviews available for e-sharing.</li> <li>• Reports and action plans from the international workshops.</li> <li>• Organizational/ innovation plans for phases 1, 2 and 3, workshop reports, progress reports.</li> <li>• Track record of e-discussions, resources on WEMAN website.</li> <li>• Quarterly reports from CSO partners, interim and final reports to IFAD, mid term review, final review.</li> <li>• Audit reports</li> </ul> | <ul style="list-style-type: none"> <li>• CSO partners have initial capacity in the methodology</li> <li>• WEMAN website available</li> <li>• MoUs for coalitions of CSOs established in the 3 countries</li> </ul> |