

Document: EB 2017/LOT/G.15
Date: 23 November 2017
Distribution: Public
Original: English

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Investing in rural people

President's report on a proposed grant under
the global/regional window to the
Inter-American Institute for Cooperation on
Agriculture for the Knowledge Management
for Adaptation of Family Farming to Climate
Change Programme

Note to Executive Board representatives

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For: Approval

Recommendation for approval

The Executive Board is invited to approve the recommendation for the proposed grant as contained in paragraph 23.

President's report on a proposed grant under the global/regional window to the Inter-American Institute for Cooperation on Agriculture for the Knowledge Management for Adaptation of Family Farming to Climate Change Programme

I. Background and compliance with IFAD Policy for Grant Financing

1. Broadly speaking, knowledge management refers to the generation, collection, sharing and systematic use of knowledge for the purposes of an organization or network of organizations. Knowledge is a social and communication construct. Agricultural knowledge results from a variety of exchanges and reciprocal influences between local knowledge (which, far from being static, evolves thanks to experimentation and practical learning) and formal research (experimental design, laboratories, genetics, etc.). Participatory knowledge management is especially important in development processes, since it facilitates dialogue among a range of social subjects with different types of knowledge.
2. Proposals based exclusively on exogenous (scientific and technological) knowledge or endogenous or indigenous (local) knowledge are skewed in favour of the source of knowledge concerned, explicitly or implicitly discrediting the other, even though historically they have been interrelated. The creative, efficient and synergistic use of both types of knowledge is essential in enabling family farming to successfully adapt to climate change and develop greater resilience. The potentially complementary nature of the synergy between rural dwellers' knowledge of local conditions, on the one hand, and scientific knowledge, on the other, can be tapped to generate innovative solutions, but at present it is not being properly used. Experiences can be systematized that have harnessed the synergy between traditional and scientific knowledge to gather lessons and best practices. In addition, international public goods can be created in the form of methodologies and ways of doing, so as to promote the widespread tapping of the potential of the two types of knowledge to complement one another.
3. It is essential to foster a shift from traditional technology transfer towards empowerment of beneficiaries regarding the development process. The idea is that people should: play a leading role in their own technological, social and institutional change processes; build the capacities they are interested in; spearhead the process; and evaluate whether their goal is being achieved in terms of concrete results, based on existing knowledge and successful experiences.
4. Experience-based learning is especially useful in efforts to achieve the inclusive development of rural areas and strengthen family farming, as it makes it possible to identify and share both technological and organizational best practices.
5. The Inter-American Institute for Cooperation on Agriculture (IICA) attaches considerable importance to knowledge and management, both in its technical cooperation in general, and in particular with regard to family farming, inclusive area-based development and climate change adaptation. IFAD also has a broad historical partnership with IICA, in areas such as monitoring and evaluation,

entrepreneurship and technical assistance, to mitigate and address climate risks. The proposed programme is in line with the goal and objectives of the IFAD Policy for Grant Financing (2015).¹ It contributes to the goal of strengthening the contribution of grant-financed programmes to the generation of knowledge and its dissemination, both internally and among IFAD's partners.

6. This programme shares the central goal of IFAD grants, which is to significantly broaden and add value to the support provided to smallholder farming and rural transformation. It also adheres to the basic principle of making a significant contribution to the production of international public goods.
7. With respect to the objectives of IFAD grants, this programme contributes to the development of approaches that focus on the needs of poor rural populations and create opportunities for them, with the potential to be scaled up for maximum impact. It also strengthens partners' institutional capacities and their contributions to the design and implementation of policies. In addition, the programme facilitates empowerment of stakeholders – generating and sharing knowledge that can make a substantial impact in terms of development.
8. The programme will enable IFAD, the grant recipient and other institutions and organizations providing technical and financial cooperation for development to capitalize on the experience and knowledge obtained through grant-financed activities. The lessons learned and results obtained will be documented and discussed on a comparative basis to support a learning process of a more general nature, which will then be made available to the international community.

II. The proposed programme

9. The overall goal of the programme is to promote participatory knowledge management processes and disseminate best practices across countries and regions in the Latin America and the Caribbean Division (LAC). This will be done through South–South and Triangular Cooperation (SSTC) initiatives for inclusive rural development focused on agricultural and non-agricultural activities. The programme will involve populations vulnerable to climate change, with special emphasis on women, rural youth and indigenous communities.
10. The general objective is to strengthen the capacity of poor smallholder families in semi-arid and upland areas, whose area-based family farming systems (AFFS) currently have low resilience to the impact of climate change. The programme will build their capacity to participate actively in rural transformation processes in the LAC region, and to learn about, assess, adapt and implement best practices used in areas with similar biophysical and socio-economic conditions.
11. The specific objectives – for the benefit of poor smallholder families participating in AFFS, with low current resilience to the impacts of climate change, and for the benefit of their organizations – are to: (i) facilitate access to knowledge, innovations and economic, social and environmental best practices suited to local conditions and that have the potential to improve living conditions through the exchange of knowledge and learning with groups responsible for successful experiences in other countries or areas; (ii) establish collaborative relationships to facilitate knowledge management; and (iii) document, systematize and disseminate the results and the economic, social and institutional lessons learned from the exchange and application of best practices in adaptation to climate change in AFFS through SSTC.
12. The target group will be composed of 12,500 individuals. Direct beneficiaries in eight countries are estimated at 2,500 people, including 200 family farmers and their organizations, and 500 other individuals. The latter group includes people

¹ EB 2015/114/R.2/Rev.1.

with institutional and technical responsibilities, and public and private authorities at local, national and regional levels. The benefits of the programme will indirectly reach approximately 10,000 people by various means – primarily through publications and digital media. At least 40 per cent of participants will be women, 30 per cent youth and 25 per cent members of indigenous communities.

13. The programme will operate in dry or semi-arid and highland regions. The dry areas in which family farming is especially prominent primarily include the Mesoamerican Dry Corridor (from south-western Mexico to Nicaragua and north-western Costa Rica) and the semi-arid area of north-eastern Brazil. The highland areas include, among others, the Guatemalan highlands and mountains on both sides of the border with Mexico (Chiapas, San Marcos and Huehuetenango), and in the southern part of the isthmus, the Peruvian and Bolivian highlands, and the mountainous areas of Colombia and Ecuador.
14. The programme will be implemented over three years, with the following components: (i) a competitive fund; (ii) alliances and collaborative agreements; (iii) scaling up of best practices; and (iv) knowledge management. These areas are fully linked with the four proposed outputs.
15. Key activities for adaptation to climate change in AFFS through SSTC are: (i) design and implementation of the competitive fund and application of best practices and successful experiences; (ii) scaling up of best practices and successful experiences; (iii) establishment of partnerships and collaborative agreements to facilitate links between applicants and the providers of relevant knowledge; and (iv) management of knowledge on best practices and successful experiences.
16. The types of actions to be funded are: peer-to-peer knowledge-sharing on rural area-based development, focused on effective experiences of adaptation to climate change, strengthening environmental resilience in family farming systems and selective application of innovative practices; alliances and collaborative relationships with organizations that provide knowledge and for scaling up good practices with IFAD-funded country investment programmes, public policy bodies and national programmes or services; and socio-economic empowerment of rural women, youth, indigenous peoples and other historically excluded groups, for inclusive rural transformation processes.
17. The programme will incorporate effective cross-cutting approaches and longitudinal actions on aspects such as gender equity, youth participation and multicultural inclusion, with special reference to indigenous communities.

III. Expected outcomes/outputs

18. The programme is expected to have the following outcomes: (i) SSTC initiatives implemented through the exchange of area-based rural development experiences, led by poor rural populations vulnerable to climate change. The best technological and organizational practices appropriate to local conditions will be selectively applied and adapted; (ii) partnerships and collaborative agreements between public and private stakeholders linked to rural area-based development processes – established or reinforced – for the exchange of knowledge and experiences, counselling and capacity-building in technological and organizational innovation processes; (iii) inhabitants of other rural areas and technical staff of public and private organizations assess the possibility of disseminating and adapting innovative best practices promoted by the programme in their areas and countries; and (iv) knowledge and best practices for rural transformation generated, documented, systematized and disseminated, and methodologies and international public goods related to knowledge management in the adaptation of family farming to climate change.

IV. Implementation arrangements

19. IICA will be the recipient and implementing agency of the proposed programme, with collaboration from other partners in the region. It was selected through a competitive process led by LAC.
20. The programme will be implemented in alliance with the Tropical Agricultural Research and Higher Education Center (CATIE) and the network Red Políticas Públicas y Desarrollo (Network for Public Policies and Rural Development in Latin America) (Red PP-AL), coordinated by the French International Cooperation Centre on Agrarian Research for Development (CIRAD).
21. There are no departures from the standard procedures for financial reporting and audits.

V. Indicative programme costs and financing

22. Total programme costs are US\$3,154,000, of which US\$2,000,000 (63 per cent of total costs) will be financed by an IFAD grant, and US\$1,154,000 (37 per cent) by cofinanciers, including CATIE, Red-PP-AL and local organizations.

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

<i>Components</i>	<i>IFAD</i>	<i>IICA</i>	<i>Other cofinancing</i>	<i>Total</i>
1. Competitive fund	1 215	191	64	1 470
2. Alliances and collaborative agreements	122	190	288	600
3. Scaling up of best practices	218	191	-	409
4. Knowledge management	297	190	40	527
5. Overhead	148	-	-	148
Total	2 000	762	392	3 154

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

<i>Expenditure category</i>	<i>IFAD</i>	<i>IICA</i>	<i>Other cofinancing</i>	<i>Total</i>
1. Salaries and allowances	358	642	392	1 392
2. Consultancies	275	-	-	275
3. Subgrants	884	-	-	884
4. Travel and allowances	68	-	-	68
5. Goods, services and inputs	94	-	-	94
6. Workshops	173	-	-	173
7. Operating costs	-	120	-	120
8. Overhead/management fees	148	-	-	148
Total	2 000	762	392	3 154

VI. Recommendation

23. I recommend that the Executive Board approve the proposed grant in terms of the following resolution:

RESOLVED: that the Fund, in order to finance, in part, the Knowledge Management for Adaptation of Family Farming to Climate Change Programme, shall provide a grant of two million United States dollars (US\$2,000,000) to the Inter-American Institute for Cooperation on Agriculture for a three-year period upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board herein.

Gilbert F. Hougbo
President

Results-based logical framework

	Objectives hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
Goal	Promote participatory knowledge management processes and disseminate best practices of adaptation of FF to CC across countries and regions in LAC through SSTC initiatives for inclusive rural development, focused on agricultural and non-agricultural activities amongst populations vulnerable to climate change, with special emphasis on women and rural youth, and indigenous communities	Selected rural areas in 8 countries of LAC improve their capabilities for sustainable development by means of the introduction and dissemination of at least one innovative solution pertaining to adaptation of their AFFS to climate change, with special regard to women and youth.	Programme evaluation reports on exchanges and application of best practices for adaptation of AFFS to climate change	The programme is implemented in a timely and appropriate manner, in accordance with its planning
General Objective	To enhance the ability of poor rural families in area-based family farming systems (AFFS) that currently have low resilience vis-a-vis the impacts of climate change in semi-arid areas and highlands to actively participate in rural transformation processes in LAC by becoming familiar with, assessing, adapting and implementing good practices of territories with similar biophysical and socioeconomic conditions.	Up to 3000 poor rural families who participate in AFFS with low levels of resilience to the impact of climate change contribute to the development of those areas by disseminating or applying at least 8 best practices for adaptation to climate change (CC)	Programme evaluation reports on exchange and application of best practices in adaptation to CC in AFFS	i) The programme has appropriately identified and linked availability of and demand for best practices in adaptation to CC in AFFS via SSTC ii) The programme has appropriately defined and implemented the relevant knowledge management processes iii) The organizations in charge of facilitating knowledge management have the capabilities required by the programme
Result no. 1	SSTC initiatives implemented through the exchange of area-based rural development experiences led by poor rural populations vulnerable to climate change, through selective application and adaptation of best technological and organizational practices, appropriate to local conditions.	8 face-to-face exchanges of best practices of adaptation of FF to CC carried out	Documentary, photographic and audio-visual records of exchanges carried out. Documents recording best practices applied/adapted in each rural area.	Willingness of local organizations to prepare proposals and conduct the exchanges
Result no. 2	Partnerships and collaborative agreements between public and private stakeholders linked to rural area-based development processes established or reinforced for the exchange of knowledge and experiences, counselling and capacity building in technological and organizational innovation processes.	8 collaborative agreements to exchange best practices for adaptation of AFFS to CC implemented	Agreements signed. Reports on implementation of the agreements	Willingness of FF organizations and public entities to participate in the process

	Objectives hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
Result no. 3	Inhabitants of other rural areas and technical staff of public and private organizations assess the possibility of disseminating and adapting innovative best practices promoted by the programme in their areas and countries.	At least 12 events in rural areas to disseminate and foster scaling-up of innovative best practices promoted by the programme in their areas and countries	Reports on events carried out	Willingness of public and private stakeholders to participate in expanding the scale of the process of exchange and application of best practices
Result no. 4	Knowledge and best practices for rural transformation and international public goods and methodologies related to knowledge management in adaptation of FF to climate change, generated, documented, systematized and disseminated.	1 virtual platform for knowledge management with at least 8 documented best practices in adaptation of FF to CC and capacity-building programmes to generate and apply knowledge derived from the programme	Specific page in portalsiget.net	Continuity of portalsiget.net with technical support to regularly update it and appropriate input for dissemination via this platform
Key activities by component	C1. Design and implementation of the competitive fund and application of best practices and successful experiences of adaptation to CC in AFFS by means of SSTC.	Competitive fund ongoing with its execution on track (14% in the 1st year, a cumulative execution in the 2nd year of 81%, and 100% at the end of the programme).	Regular Progress Reports.	Availability of best practiced identified in response to demand in the selected rural areas
	C2. Establishment of partnerships and collaborative agreements to facilitate links between the applicants and providers of relevant knowledge.	8 agreements begun between months 8 and 16 of programme execution and completed 4 months before end of the programme	<ul style="list-style-type: none"> - Regular reports on implementation of agreements - Final evaluation report on the agreements 	The programme generates favourable conditions for appropriate linkages between those supplying and demanding best practices as well as with those responsible for knowledge management
	C3. Promotion of scaling-up of best practices and successful experiences of adaptation to CC in AFFS by means of SSTC.	12 activities in rural areas to promote scaling-up of the best practices, carried out during the last year of programme execution	Reports on implementation of the workshops to promote scaling-up of best practices	Public and private decisionmakers assess the products of the programme and agree to disseminate them
	C.4 Knowledge management on best practices and successful experiences of adaptation to CC in AFFS by means of SSTC.	<ul style="list-style-type: none"> 1 face-to-face training course on experience capitalization 1 online course on adaptation to CC and area-based rural development 8 experiences systematized, 8 videos and one online module on application 1 online space for programme dissemination 1 book on lessons learned 5 online exchange sessions 	Reports on implementation of the knowledge management plan	The programme staff has the technical capabilities to design procedures for knowledge management and systematization on programme activities, and the means for their dissemination