



Annual performance review

WORKSHOP

1-4 March 2009
Bangkok, Thailand

Enabling poor rural people to overcome poverty



**Supervision and Implementation Support of Country Programmes:
Highlights and Outcomes from
IFAD 2009 Annual Performance Review Workshop**

1-4 March 2009, Bangkok, Thailand

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based on contributions to the IFAD social reporting blog
<http://ifad-un.blogspot.com>

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ACRONYMS

| | |
|--------|-----------------------------------------------------------------------------------|
| ACIAR | Australian Centre for International Agricultural Research |
| ADB | Asian Development Bank |
| AFOLU | Agriculture, Forestry and other Land Use |
| APMAS | Asian Project Management Support Programme |
| APR | Annual Performance Review |
| ASEAN | Association of South-east Asian Nations |
| AWPB | Annual Work Plan and Budget |
| BAAC | Bank for Agriculture and Agricultural Cooperatives |
| CC | Climate change |
| CDM | Clean Development Mechanism |
| CIS | Communal Irrigation Systems |
| COSOP | Country Strategic Opportunities Programme |
| CPO | Country Programme Officer |
| CURE | Consortium for Unfavourable Rice Environments |
| EC | European Commission |
| ENRAP | Knowledge Networking for Rural Development in Asia/Pacific Region |
| FAO | Food and Agriculture Organization Regional Office for Asia and the Pacific |
| GEF | Global Environment Facilities |
| GIS | Geographic Information System |
| GPS | Global Positioning System |
| ICARDA | International Center for Agricultural Research in the Dry Areas |
| ICIMOD | International Centre for Integrated Mountain Development |
| ICRAF | World Agroforestry Centre |
| IPCC | Intergovernmental Panel for Climate Change |
| IRRI | International Rice Research Institute ISFP |
| FAO | Initiative on Soaring Food Prices |
| FFS | Farmer Field Schools |
| KFs | Knowledge Facilitators |
| M&E | Monitoring and Evaluation |
| MVF | Most vulnerable families |
| NARES | National agricultural research and extension systems |
| PI | Asia and Pacific Division |
| REDD | Reducing Emissions from Deforestation and Degradation |
| RHA | Rapid Hydrology Appraisal |
| RIMS | Results Information Monitoring System |
| RS | Remote Sensing |
| RUPES | Rewarding Upland Poor for Environmental Services |
| SAARC | South Asian Association for Regional Collaboration |
| SEARCA | Southeast Asian Regional Center for Graduate Study and Research in Agriculture |
| SHG | Self-help Groups |
| SLM | Sustainable land management |
| UN | United Nations |
| UNDP | United Nations Development Programme |
| WFP | World Food Programme |

FOREWORD

The annual portfolio review exercise serves as a management tool for IFAD to monitor and self-assess the performance of its regional portfolio and draw lessons for future operations in Asia and the Pacific. As such, it facilitates IFAD proactively identifying and addressing emerging problems and mitigating deteriorating trends in performance.

A cornerstone of the portfolio review process is the annual performance review workshop. This important knowledge-sharing event enables IFAD's country programmes, key stakeholders and development partners from throughout the region to converge and review performance with the shared objective of maximizing the contributions for reducing rural poverty. It also provides an excellent opportunity for participants to share, learn and network.

The 2009 APR workshop for Asia and the Pacific focused on the central theme of ***supervision and implementation support***. In December 2006, IFAD approved a new policy aimed at strengthening the relevance, focus, quality and efficiency of country programmes by expanding IFAD's role in directly supporting its projects and programmes, including the fiduciary functions previously performed by third party cooperating institutions. The workshop theme is most timely as 2008 marked the first full year of IFAD experience with this new supervision and implementation support approach.

Expected outcomes from the 2009 APR were the following:

- Participants have developed a deeper understanding of important implementation issues (direct supervision), new initiatives and thematic areas such as food prices and climate change that will improve their performance;
- IFAD has understood and recorded participant views on common portfolio strengths and weaknesses;
- Participants have identified solutions to common problems and formulated recommendations to improve direct supervision and performance for IFAD's Asia and the Pacific Division and for themselves;
- Participants have identified *good practices* in implementation support and supervision and documented them for replication and scaling-up; and
- Participants have built relationships with peers, colleagues as well as other regional partners as a basis for networking to continue sharing of good practices, knowledge and experience throughout the year.

For the 2009 event, the role of ENRAP and country Knowledge Facilitators was expanded, as well as the range of facilitation and interactive techniques used during the workshop. Documentation was provided through social reporting, a process whereby workshop highlights, presentations, interviews, videos and photos were posted on a blog created on the IFAD website: <http://ifad-un.blogspot.com>, which we kindly invite you to visit!

EXECUTIVE SUMMARY

The *IFAD 2009 Annual Performance Review Workshop* for Asia and the Pacific was held in Bangkok, Thailand, during 1-4 March 2009. A total of 134 participants (see annex 1) - from country projects and programmes, regional partner organizations and IFAD - actively contributed to the workshop process, content and outcomes.

The workshop theme was on *supervision and implementation support of country programmes*, a new modality that IFAD started operationalizing in 2008.

In recent years, the APR workshops have evolved from an IFAD-centric focus on internal processes and procedures to more country- and participant-centered learning processes. This mirrored IFAD's move toward establishing country presence and direct supervision and implementation support.

For the 2009 event, it was decided to expand the role of ENRAP and Knowledge Facilitators and the range of interactive techniques used during the workshop - examples being talk show and role playing (see annex 2 for workshop agenda). The KF group also documented the proceedings through social reporting, a process whereby workshop highlights, presentations, interviews, videos and photos were posted on a blog created on the IFAD website: <http://ifad-un.blogspot.com>

In addition to exploring the central theme on direct supervision, the 2009 workshop included sessions on the role of grants in country programmes, improving knowledge management practices, managing the country programme for results, food prices and food security, adaptation to climate change, sustainability and co-financing. The final working session afforded an opportunity for country teams to meet, discuss and fine-tune their Annual Work Plan and Budget for 2009.

In his closing remarks, Mr. Thomas Elhaut, IFAD PI Director, highlighted what he felt were the main points of change that IFAD needs to act upon in terms of: responding to the agriculture agenda, food crisis and productivity issues; improving direct supervision; strategically using and linking grant resources to loan projects; further demystifying and operationalizing knowledge management; simplifying and mainstreaming results-based management; improving financial management and procurement procedures; addressing climate change in project design; increasing ownership of sustainability agenda throughout project cycle; and bringing in the private sector as partners. He also praised the contributions to the knowledge market, and urged participants to keep the social reporting blog alive.

Overall, the participants' evaluation of the workshop was very positive. All quantitative rankings regarding the workshop content and process exceeded 4 (on a scale of 1 to 5), and were generally higher than corresponding ratings for the 2007 workshop. A number of constructive suggestions were also made for enhancing the value of learning and sharing in future APR workshops. These included: limiting the number of topics for greater focus and depth; giving project staff more opportunities to make presentations on concrete field examples and best practices; including more participatory working sessions and fewer panel presentations; holding workshops in countries with active IFAD portfolios; and keeping field trips in the APR agenda.

SETTING THE STAGE

Opening the dialogue

On the evening of 1 March, the IFAD Asia and the Pacific Division (PI) 2009 Annual Performance Review (APR) workshop was kicked off with inspirational messages and high spirits. In a garden setting, participants gathered to hear the opening remarks from Mr. He Changchui, Food and Agriculture Organization Regional Office for Asia and the Pacific (FAO), Mr. Ennoo Suesuwan, Bank for Agriculture and Agricultural Cooperatives (BAAC), Mr. John Skerritt, Australian Centre for International Agricultural Research (ACIAR) and Mr. Thomas Elhaut (IFAD) before socializing over food and drinks.

In his opening remarks, Mr. Changchui highlighted the Asia-Pacific region's achievements in becoming a dynamic and economic powerhouse while reducing the numbers living in poverty by 350 million people. He noted, however, that the increasing gap between the rich and the poor, as well as the global economic crisis, calls for more concerted actions by IFAD, FAO and partners throughout the region.

Not surprisingly, the economic crisis was highlighted again by Mr. Suesuwan in his opening address, when he described Thailand's rural sector economy as being impaired by the current situation. His outlook, however, was promising: he expects a recovery in 2009 in part as a result of governmental subsidies.

Mr. Skerritt shared several key messages with the group, including: higher food prices baseline and more difficulty to increase global food supply than in the past; don't forget Asia and don't forget water; research (particularly policy) is an important part of the short- and long-term response; the power of partnership in scaling up; and the importance of measuring what works and what doesn't work.

Mr. Elhaut was gracious in his opening remarks and touched upon a number of key messages such as: the need to do better at delivering, measuring and reporting results; the integral role that knowledge management has to play; and sustaining innovation along a learning path. While admitting that IFAD has experienced some setbacks at strengthening management capabilities, he also shared some areas where progress is being made: direct supervision; bringing IFAD closer to projects with the presence of country offices; and embarking on joint missions. He was loud and clear about one thing: we need to be critical; it means we care!

Goal and theme

Held during 1-4 March in Bangkok, Thailand, the overall goal of the 2009 APR workshop was to enhance the implementation and impact of IFAD-funded development interventions in the region. The workshop theme was focused on supervision and implementation support of country programmes, with the event providing an opportunity to:

- Discuss important design and implementation issues;
- Discuss new initiatives and thematic areas (such as food prices and climate change);
- Build relationships with peers and colleagues; and
- Create networks to share good practices, knowledge and experiences.

Participants

This year, the workshop was actively attended by 134 colleagues from the extended IFAD family engaged in poverty reduction work in Asia and the Pacific, with the following breakdown:

- 76 project and country presence colleagues from 16 countries in the region;
- 24 people from 14 regional partner organizations; and
- 34 IFAD staff and consultants (including the three workshop facilitators).

APR as learning and knowledge management event

Since 2004, the APR workshops have evolved from an IFAD-centric focus on internal processes and procedures to more country- and participant-centered learning processes. This mirrored IFAD's move toward establishing country presence and direct supervision and implementation support. Likewise, there has been an increasing focus on knowledge management and integration of ENRAP and Knowledge Facilitators (KFs) into the APR process.

For the 2009 event, it was decided to expand the role of KFs and the range of knowledge management techniques used during the workshop. Two ENRAP consultants (Ms. Allison Hewlitt and Ms. Lucie Lamoureux) communicated and worked with the KFs, including a 1.5-day meeting immediately before the APR, to prepare various techniques - including talk show and role playing - for selected workshop sessions.

The KF group also documented the proceedings through social reporting, a process whereby workshop highlights, presentations, interviews, videos and photos were posted on a blog created on the IFAD website: <http://ifad-un.blogspot.com>

Please visit this blog for more detailed documentation and information.

REFLECTING ON ACHIEVEMENTS IN 2008

In a presentation by Mr. Ron Hartman, IFAD, participants were taken back to 2008. Achievements in the region during 2008 were impressive, including 3.8 million people directly receiving project services, nearly 300,000 households reporting improved food security, and 78% of projects expected to achieve development results. In fact, an independent evaluation found that PI projects had significant improvement in relevance, effectiveness, efficiency and sustainability, but there is room for improvement regarding the latter.

During 2008, a decline in performance was recorded in half of the projects in the regional portfolio, with 12 out of a total of 44 projects receiving an "actual problem" rating. In dissecting the possible reasons for such a decline, Mr. Hartman noted that the division assumed responsibility for direct supervision in 2008, which led to arguably more realistic assessment of projects than before. There was also more rigorous application of performance assessment methodology, and more results-based information available. However, only 39% of planned direct supervision missions were conducted in 2008, as the division coped with heavier workloads as it transitioned to direct supervision mode.

He also highlighted the results of the pre-workshop questionnaire completed by participants with regard to direct supervision issues, means for improvement, and emerging good practices. And he ended by outlining recommendations that would improve effectiveness and efficiency of projects.

Following this presentation, participants were invited to engage in brief discussions at their own tables, and then raise one question or comment. Interventions included:

- Need to better communicate IFAD successes;
- There are major factors affecting the financial system;
- Need to clarify role of project directors (PDs);
- Improvement/quality of project design: recommend that IFAD seeks more participation of local agencies at design stage;
- Inclusiveness: local people are critical for successful implementation;
- Targeting: what are the approaches and tools used;
- Ownership of project management;
- Consistency of support to project managers;
- Procedures: integration and harmonization needed;
- Still learning about direct supervision, only one-year experience;
- Procurement system needs to be more flexible and simplified; and
- Need clear guidelines for projects from IFAD.

In response, Mr. Hartman offered these comments:

- Communicating success: we are reporting and learning but there is still more to do; we also need to communicate failures, not just successes;
- Agrees regarding financial system: issues with RIMS on top of problematic M&E, but these are indicators that IFAD needs. Direct supervision has opened our eyes (rating scales);
- Role of PDs in influencing policy: direct role in facilitating evidence-based policy influence on issues where we have demonstrated impact;
- Agrees that development should be demand-led and project design more open-ended. Will try to continue to respond to this. Agrees that enhanced ownership and participation contribute to project quality;
- Targeting: there are a number of different approaches, specific to the project locality and nature;
- We are obliged to work through national systems, should be addressed in designing and harmonizing procurement procedures, which is a challenge;
- Follow up on direct supervision: improve country involvement, implementation support and capacity building on harmonizing approaches; and
- Implementation manual: delays in conceptual design to make it implementable, it is a challenge.

Mr. Nigel Brett, IFAD, elaborated on procurement issues. He restated the need to improve in this area, as confirmed by findings of an internal audit. In general, it takes a month to process procurement requests. So he urged earlier requests from projects, with full and proper documentation. The division is aware that there isn't enough dedicated staff for procurement, and will bolster numbers in 2009 to improve the situation.

EXPERIENCES AND PERSPECTIVES ON DIRECT SUPERVISION

The central theme of the workshop was addressed in three insightful presentations made by Messrs. Deepak Mohanty (India), Anura Herath (Sri Lanka) and Shankar Kutty (IFAD), which examined direct supervision from the viewpoint of projects, country presence and loan administration.

The following key messages emerged:

- The Country Office has a crucial role in terms of conducting missions, and providing timely implementation support and regular follow-up;
- Good practices in direct supervision include: government participation and ownership of the supervision process; internalizing learnings; and linking supervision with implementation support; and
- Financial management, knowledge management, and project risk assessment remain key areas of concern.

During the lively discussion that ensued, several issues were raised, including:

- There is a perhaps an overemphasis on fiduciary aspects rather than substantive issues during supervision;
- The level of participation of government - federal, state, local - influences the impact on policy;
- Differences between government and IFAD procurement guidelines often result in audit observations;
- Supervision missions need to look at substantive issues like relevance, effectiveness and impact of activities, rather than just progress monitoring; and
- Need to build financial management capacity of the Country Office.

The above messages and issues were revisited in a working session in which small group discussions focused on identifying and prioritizing three ways to make direct supervision process useful for the projects. The table below summarizes the responses from the small groups:

| Key Areas | Suggested Means for Improving Direct Supervision Process |
|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Preparation</i> | <ul style="list-style-type: none"> • Better preparedness and mission planning including composition and orientation needed, also participation of local and provincial level and provision of joint review is required • Better preparation and follow up by PDs |
| <i>Continuity</i> | <ul style="list-style-type: none"> • DS should be continuous process • Continuity of design team as part of supervision team, with flexibility and making adjustments whenever required • Consistency with previous mission |
| <i>Authority</i> | <ul style="list-style-type: none"> • Decentralize loan administration, especially WA to be processed/assisted by CPO • Clearly defining the role of implementation and support specialists, with delegation of authority to him/her, as well as supervision mission • Strengthen CPO with delegation of authority in some areas • Resources in human, financial and country office to support project implementation |
| <i>Capacity Building</i> | <ul style="list-style-type: none"> • Annual refresher training on financial, management, procedure and loan administration • Right composition of mission members aiming to develop empathy with implementation, organization and beneficiaries. • Abolished traditional supervision mission, moving towards continuous facilitation by country office • Demand driven support, linked M&E system in SM system • Prior to implementation: harmonization, training and country context to be considered |
| <i>Participation</i> | <ul style="list-style-type: none"> • Involvement of national representatives (central government), IFAD financial staff and co-financiers • Feedback from community to IFAD and SM to community through project • Composition of SM should be complementary to the project coordination team • Coordination with key line department and the project, community participation in the project cycle • Discuss the problems with government and donors |

ROLE OF GRANTS IN COUNTRY PROGRAMMES

A session was devoted to the role of grants in country programmes, and improving linkages between loans and grants in the context of direct supervision. Utilizing role playing, the session proved to be a combination of fun and work for the participants. It began with Romeo (representing grant projects) proposing to Juliet (loan projects): *“You are a fascinating loan project, we can work together.”* To which Juliet responded: *“I too have something to offer to you, I can scale up your innovations.”*

In a ‘speed dating’ exercise, participants were divided into loan projects (by country groups) and grant programmes and given time to prepare a proposal for the other group on: *“What I can offer to you - to make you love me?”* Numerous proposals and responses were made. For example, the Nepali Juliet declared: *“We need technical support for research activities, capacity building of staff and local communities, and clarity for actions on emerging issues such as climate change, gender, increased food prices and so on.”* Romeo (ICIMOD grant project) responded by saying: *“We can provide you with peer learning and piloting including exposure visits and experience sharing in the thematic areas that you have just mentioned.”*

To emphasize the importance of relationship building, the participants were again divided into small loan and grant groups and tasked with identifying challenges and opportunities for improving relationships between grants and loan projects through two questions:

- *“What makes me unsure about your offers?”*
- *“How can we work to overcome challenges and build a happy relationship?”*

During this exercise, the CPMs and CPOs served as “cupids” to facilitate the small group discussions. An example of a challenge identified by participants was inadequate communication (dissemination) of information about grants to loan projects. A possible solution suggested was the participation or involvement of grant project colleagues in country portfolio reviews.

Finally, a panel of selected CPOs and CPMs for Nepal, Vietnam and Bangladesh as well as the ENRAP Coordinator expressed their experiences and opinions regarding the question: *“How can direct supervision improve linkages between investment projects and grant programmes? How will this result in more effective country programmes?”*

One “cupid” wondered *“Why we know each other only after marriage?”* suggesting that grant and loan projects need to be engaged in a courtship that requires early and clear communications, and mutual understanding about what each other needs, as well as what each other can offer.

IMPROVING KNOWLEDGE MANAGEMENT PRACTICES

Siale Live from BKK!

A talk-show format was used to highlight key aspects and messages concerning knowledge management. Hosted by Mr. Siale Bain-Vete, Sub-regional Coordinator for the Pacific Island Countries, the show featured five guests: Ms. Chase Palmeri (IFAD KM Facilitator), Mr. Nigel Brett (IFAD CPM), Mr. Sun Yinhong (CPO, China), Ms. Julita Ragandang (Project Manager, Philippines) and Ms. Shalini Kala (ENRAP Coordinator), and invited questions and comments from the audience.

Highlights of the talk show interactions included the following questions and answers:

Q1: *KM is everything and nothing at the same time. So what is exactly meant?*

A: It is about how we learn and how we share the knowledge.

Q2: *As Project Director, why is KM important?*

A: For project staff, KM provides the tools to achieve the objective with follow-up concrete action. For the community, KM can keep the know-how of the process alive by sharing what they know, build on it and adapt it to their own use. It also contributes to promoting good practice, scaling-up innovation and influencing policy.

Q3: *What resources are needed for KM?*

A: We have KM facilitator at the country level and some financial resources on an *ad hoc* basis.

Q4: *As CPO of China, what is your experience in KM?*

A: A self-assessment of KM reflected that projects recognized its importance but found it difficult to take concrete action. From this exercise, we sat down with project staff to analyze the challenges for KM and to develop an action plan and expected products with defined process.

Q5: *Give some examples of the action plan?*

A: KM includes processes and platforms for sharing knowledge, capturing lessons, and building capacity. Specific activities are defined under these three areas.

Q6: *How do you motivate the staff?*

A: Through training and including them in cross visits to other projects.

Q7: *As ENRAP Coordinator, why is ENRAP relevant?*

A: The network helps connect IFAD projects and partners to learn and improve poverty reduction outputs and outcomes.

Q8: *Does it require high degree of knowledge or technology to acquire KM as some areas have limited access to technology?*

A: Technology can be useful and save costs but is not the barrier. The barrier is the mindset. If we see value in it, we find ways to use the technologies.

Q9: *Is culture a barrier for KM?*

A: Everything starts with human relationships. Being comfortable in sharing information requires an enabling environment for trust and network building.

Q10: *What type of knowledge to be managed? What is the technique to be used for KM? Knowledge is cross-country or location specific?*

A: Talking about KM in a general sense makes it impossible to answer these questions. KM has to take into consideration specific objectives. KM can be broken down into strategic KM (innovation) and grassroots KM (pull and shared).

Q11: *How would the project know what is relevant to KM?*

A: It depends on the interest of the project staff or community. Getting people to visit and discuss on specific themes they are very interested in will bring about real KM.

Q12: *What are concrete indicators of KM?*

A: Impact indicators might include changes in policy as a result of knowledge sharing. Output indicators might include number of publications or knowledge-sharing events. Outcome indicators would be seen in changes in behavior.

Constraints and solutions for effective KM

Following the talk show, participants were divided into small mixed-country groups and asked to discuss and identify three major constraints to effective knowledge management and possible solutions for each constraint.

Based on all of the group deliberations, five major constraints were prioritized and corresponding solutions were identified (see table below).

| Constraints to Effective KM | Possible Solutions |
|----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Lack/limited resources in terms of staff, time and funds | <ul style="list-style-type: none">• Assign permanent/full-time staff to do KM work• Include/allocate funds/budgets in future projects• Explore other sources, e.g., grants |
| Lack of capacity and motivation | <ul style="list-style-type: none">• Provide training, e.g., enhancing skills• Use appropriate tools and approaches• Provide incentives and rewards/ recognition of “best innovation,” etc. |
| Top-down approach: IFAD takes interactive approach; no clear approaches, tools and mechanisms used | <ul style="list-style-type: none">• Build network with other stakeholders• Request government support• Include in project design; improve/include in M&E system• Select appropriate tools (e.g., radio) and existing mechanisms |
| Credibility and relevance of knowledge to be shared (i.e., publications, etc.) | <ul style="list-style-type: none">• Need for “IFAD” endorsement and other trusted entities• Publish/capture tested knowledge |
| Applicability of information and what knowledge to share | <ul style="list-style-type: none">• Focus on thematic issues• Identify recipients/beneficiaries and their needs |

Cassandra’s remarks

IFAD’s recently-appointed Director of Communications, Ms. Cassandra Waldon, shared her impressions and remarks on knowledge management and communications. Regarding the “Siale Live” talk show focusing on improving knowledge management practices, she offered eight headline options to the group:

- “Knowledge management - it’s about how we learn and how we share”
- “Knowledge management is a good tool for reaching the poor”
- “Knowledge management... more than just fluff, it’s the stuff that can help you achieve your goals”
- “Keep it simple! Be selective! Don’t let knowledge management overwhelm you”
- “Knowledge management: pin it down to a specific context and share only good practices, tried and tested, credible information”
- “Some say technology makes life easier, gives people more knowledge management options; opponents say it’s a barrier”
- “One size does not fit all - cultural uniqueness must be factored into KM”
- “High-level knowledge management can be used to advocate for policy change; grassroots knowledge management is also vital”

MANAGING THE COUNTRY PROGRAMME FOR RESULTS

Results-based management

Ms. Maria Donnat, IFAD, provided a presentation on best practices in managing development for results. She stressed that project M&E systems need to be developed around the “results chain” in order to be relevant:

inputs (activities) → outputs → outcomes → impacts

The best results-based management practices include the following:

- A clearly defined logical framework with targets;
- A results-oriented Annual Work Plan and Budget;
- An M&E system that informs project stakeholders on project performance and issues;
- A project management that learns from M&E data and take correction actions;
- A project management that is responsive to changes in the environment; and
- A project that documents and shares lessons learned.

This requires regular data collection and analysis based on a pre-determined list of indicators, with the following being the main possible sources of information: project records (activities); service providers records; community/beneficiaries records; field visits/observations; surveys; interviews; and focus group discussions. Data collected but not used is wasteful and should be avoided. Both quantitative and qualitative data are important.

The IFAD Results Information Monitoring System (RIMS) utilizes surveys undertaken during three phases of the project's life: baseline survey; mid-term survey; and completion survey. Annual reporting is done against a list of standard indicators.

Building country M&E capacity

Building country M&E capacity to manage for and report on results was the subject presented by Mr. Nigel Brett, IFAD. The main problem is that projects report on activities and outputs, but often do not generate evidence of achievement of results. Without this evidence, IFAD and government have to assume that outputs have resulted in objectives, which is not credible. If IFAD cannot prove it is having an impact, then why should donor countries continue to provide support?

In Bangladesh, sample surveys at start-up, mid-term and completion have compared with and without project situations, and have generated credible data showing attribution of impact to IFAD projects. Data show significant change in poverty reduction: for example, an increase in household assets of 58% during a six-year project compared with a 29% increase in control groups; or an increase of 159% in poultry numbers in target group as compared to only 43% increase in control groups.

To enable the development of an effective M&E system, these steps are essential:

- M&E system should be designed and included in the IFAD design document;
- Keep the number of indicators to a minimum and make sure they are showing clear links between outputs and impact through a results chain;
- M&E unit should be independent and attached to PMU, well staffed, and well resourced (e.g., in Bangladesh there are six M&E field officers in each project);
- Ensure implementation support for M&E system start-up and regular follow-up training;
- Select strong M&E consultants for implementation support and supervision, preferably keeping the same consultants that designed the system through implementation;
- Training of M&E staff should be done on continuous basis, including through supervision missions;

- M&E implementation support by IFAD is needed for preparing good M&E matrices, good logframes, TORs, surveys, sample design, questionnaires, and finally in reviewing products and interpreting data; and
- Ensure the M&E data are disseminated widely (in Bangladesh this is done through regular Country Programme Newsletters, in both English and Bangla).

Anti-corruption vigilance

Ms. Karen Juergens, IFAD, made a presentation on combating fraud and corruption in IFAD-funded projects and programmes. She underscored that this is an important issue that affects all parties involved in implementing and supervising projects, as ultimately, fraud and corruption diverts resources intended to those who need it most.

Approved by its Executive Board in 2005, IFAD's anti-corruption policy imposes zero-tolerance toward fraud and corruption, both at HQ and in IFAD activities and operations in the field.

Ms. Juergens' presentation addressed the issue in the context of managing projects for results, giving examples of some of the more frequent problems and showing how implementing agencies and IFAD can jointly face these challenges in achieving better results for projects and beneficiaries.

FOOD PRICES AND FOOD SECURITY

The knowledge event on food prices and food security began with a presentation by Mr. Ganesh Thapa, IFAD, which synthesized IFAD's analytical work on food prices. Mr. Thapa highlighted how increased food prices have resulted from a number of factors:

- Higher living standards leading to diet changes and increased demand for food;
- Increased use of food grains for bio-fuels and animal feed;
- Declining value of US dollar used to denominate prices of traded food;
- Speculation by investors and traders in commodity markets; and
- High fuel prices.

He noted that in Asia, government interventions, particularly price and trade restrictions, have made matters worse. IFAD's analytical work showed that prices matter to farmers but that inputs matter more. Participants confirmed this view.

This was followed by Mr. Mudbhary Purushottam, FAO/RAP, who provided an overview of the FAO initiative on soaring food prices (ISFP), a multi-agency programme including FAO, World Bank, ADB, EC, other UN agencies, ASEAN, SAARC and others. More than US\$ 100 million has been received for the initiative. The main FAO action focuses on food and nutrition. Other FAO elements in the initiative include inter-agency assessment missions, country action plans, input supply, irrigation, linkages to markets, reducing crop losses and supporting policies.

Following the two presentations, participants worked in small groups at their tables to brainstorm on food security in the context of increasing commodity prices, with particular reference to two questions:

What are the key constraints faced by smallholders in your projects to respond to opportunities created by rising food prices?

Are there any concrete examples or solutions on how to overcome these constraints?

The small group responses to these questions are summarized in the table below.

| Constraints | Proposed Solutions |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Inputs, especially seed, but also land, labor and capital, costs and availability • Storage and processing, inadequate technologies and facilities • No bargaining power, limited support from government policies favoring consumers • Changing climatic patterns and no suitable seed or other technologies to face them • Not enough accurate information about prices • Government policies tend to protect consumers and traders | <ul style="list-style-type: none"> • Crop diversification • Credit for inputs • Training and credit for processing and storage • Crop/livestock insurance schemes • Investment and research on organic, low input and stress tolerant agriculture • Direct marketing and reduced reliance on middlemen • More infrastructure for water control and for transport • Buffer stocks of seeds • Market infrastructure development • Partnerships between the private sector and public sector • Price information bulletins, text messages on mobile phones |

Some of the key discussion points that emerged from the brainstorming exercise included the following:

1. **Input prices have gone up.** Farmers have realized that international food prices are increasing, but the supply responses were poor because of the equally high input prices. Possible solutions include: input subsidies for seed and irrigation; and research on input minimization production process.
2. **Targeting is an issue.** Effective targeting is needed to ensure that assistance is going to the real needy. The concept of input supply response was again mentioned, with input subsidies and private-public partnerships as proposed solutions. Post-harvest loss is also an issue; support is needed for proper storage, processing and information dissemination.
3. The **major constraints** are **institutional credit** and **rural financing** for marginal farmers. A large share of harvest revenues go to the middlemen and money lenders for providing informal credit to farmers during the cultivation season. Possible solutions would include: timely and adequate institutional credit/micro-credit; input supply in adequate manner; low-cost, low-input technologies; and storage facilities for keeping the produce for some time in order to get the maximum price advantage for farmers.
4. **Smallholders have limited land and labor.** Additionally, farming is constrained by high input prices. The lack of information is an issue; formal extension systems are not friendly to the farmers. Farmers also face marketing issues and several limitations. In some areas, there is an ongoing trend to diversify the cropping pattern to increase production and improve supply response. Seed improvement and multiplication are being attempted, and projects are supporting storage facilities for smallholders.

The brainstorming exercise was followed by a lively **Knowledge Market on Food Crisis and Climate Change**. Market stalls were set up by nine country teams: Bangladesh, Cambodia, China, India, Indonesia, Mongolia, Philippines, Sri Lanka and Viet Nam. ICIMOD,

ICRAF, ICARDA, IRRI and BAAC also displayed their wares and shared their experiences. Maize from China, black sesame rice paper from Viet Nam, cartoons from Sri Lanka, colorful picture-book training materials from India and dried cassava from the Philippines were brought to Bangkok by participants for display in the market. The softest touch came from Tajikistan with the mohair products forming part of the ICARDA exhibit.

ADAPTATION TO CLIMATE CHANGE

Background

Climate Change is already affecting the implementation of IFAD-supported projects in the Asia and Pacific region. To reduce the impacts of climate change, IFAD needs to incorporate adequate measures into its project design. Together with its stakeholders it also needs to explore the implications of climate change on poverty reduction and options to reduce the related risks more deeply and proactively.

During the APR, the Asia and Pacific Division (PI) organized a special session on climate change to assess the risks and threats that climate change poses to projects and countries, and to identify measures to address them. Within this framework, the Asia and Pacific desk and the Climate Change programme of the Global Mechanism (GM) were requested by IFAD's PI division to jointly organize this session, in line with GM's overall engagement to support the mainstreaming of sustainable land management (SLM), and adaptation to and mitigation of, climate change into PI's portfolio. In particular, the GM was requested to design and lead a session on Adaptation to Climate Change which aimed to undertake an initial screening of the impact of climate change on PI's portfolio of projects and to identify adaptation and mitigation measures that would make future project design more responsive to reducing the negative influence of climate change.

Objectives

- Document Project Managers' experiences with tackling current climate change impacts.
- Validate/improve the information available on the CC impacts in different sub-regions through the collation of evidence/views from the project level.
- Collate preliminary ideas on how to adapt to current CC impacts, and inputs for technical and policy responses and measures to efficiently adapt to future climate change scenarios in the Asia and Pacific region.

Overview of the impact of climate change in Asia and the Pacific

Mr. Roshan Cooke introduced GM's role, mandate and its specific role in mainstreaming Climate Change/Sustainable Land Management into the IFAD's Asia and Pacific Portfolio, building on the work done with Viet Nam's COSOP development. The presentation followed with an overview of the climate change scenarios for the Asia and Pacific region highlighting the following data:

- Temperature increase 0.5 - 2 °C by 2030 and 1 - 7 °C by 2070
- Increase in the frequency and intensity in rainfall (South Asia, South East Asia)
- Increase in global sea-level rise 3 -16 cm by 2030 and 7-50 cm by 2070
- Increasing reduction in snow and ice in Himalayan and Tibetan glaciers
- Extreme events (heat waves, prolonged dry spells, tornadoes, snow avalanches, severe floods).

In particular, the presentation focused on the impacts on forestry, coastal zones and agriculture identified on the basis of the IPCC 4th assessment report and on the results of

the questionnaire on CC impacts and adaptation needs (filled in by project directors prior to the workshop), looking at their meaning and implication, as follows:

- **Impacts on forests** - shift in forest zones northwards and upwards, alteration of structure and function, increased incidences of forest fire, increased pest infestations, species extinction
- **Impact on agriculture** - shift in seasons and agro-ecological zones, water stress (drought and floods) and decline in water-table, reduced soil fertility and increasing salinity, loss of agricultural land due to sea water inundation, reduced crop and grass yields, and loss of livestock (food insecurity)
- **Impact on coastal zones** - sea water inundation and loss of land area, storm surge and coastal erosion, impact on aquaculture industry and infrastructure, reduction in fresh water availability

Examples of adaptation measures in Asia and the Pacific

As a practical example, Mr. Choudhury from ICIMOD presented coping mechanisms and adaptive measures in Hindu Kush Himalayas. The presentation was based on some preliminary assessments done in Pakistan, Ladak, India, Nepal, Bhutan and North East Libia on how people are coping with climate change impacts on the ground. The immediate implications and changes at the higher altitudes in Western Himalayas and lower altitudes in Eastern Himalayas include:

- **Higher altitudes, Western Himalayas** - greater warming 4000M and above, rates of warming higher in winter (mild, shorter winters), slower in summer (cooler summers in some areas), less snowfall with shorter duration, longer dry spells, increased incidences of flash floods, reduced overall water availability, longer period of cropping, possibility of new crops and multiple cropping in some areas, decline in productivity and quality of forage and crops due to water stress.
- **Lower altitudes, Eastern Himalayas** - erratic rainfall with higher intensity erodes soil exposing roots of young saplings (i.e. cashnuts are having higher intensity of mortality and pests), longer dry spells between rainfall events - wilting (drying) of seedlings, winter rains are irregular and drier (i.e. in Nepal no rainfall in January, which was regular before), summers getting warmer, increased pest attacks (pests incidence is becoming one of the main impacts the farmers are experiencing, decline in productivity due to water stress.

Mr. Choudhury also highlighted the gender angle related to those impacts. In particular, the decrease of water availability and recession of snowline means that women have to walk further to collect water and forage. Some coping mechanisms have also been presented to face the above mentioned climate change impacts:

- Decreased productivity, declining forage quality - changes in livestock: sheep to goats
- Changed livelihood option - farming to wage earning; migration (i.e. Northeast India migration of young people)
- Increased rainfall intensity, longer intervening dry periods - crop shifts (from rice to maize for immediate coping response; appropriate, adapted varieties of crops)
- Shorter cropping, short duration crops
- Alternative livelihoods - non farm sector; wage earnings

These coping mechanisms are reflected in the India's National Plan on Climate Change and Bhutan's National Adaptation Programme of Action, National Environment Commission.

Table Discussion on Climate Change Adaptation

The second part of the session was an interactive table discussion during which the participants actively participated and contributed to identify policy responses for the predicted CC impacts for each sector (agriculture, forests and coastal zones). The discussion was started by Mr. Roshan Cooke who, on the basis of the identified climate change impacts and scenarios, provided initial ideas and inputs related to the technical responses for each sector and opened the floor for discussion to consolidate the findings. These can be resumed as follows:

- **Agriculture** - change crop cultivation patterns; water-use efficiency, water storage and harvesting; green mulch and organic agriculture; heat, drought and saline tolerant crop varieties; water-saving agronomic techniques; sustainable rice intensification; organic agriculture; micro-irrigation systems for water efficiency; establishment of seeds banks for tolerant seeds varieties
- **Forests** - integrated watershed management; reforestation and afforestation; establishment of plantations; community management: monitoring for fire and illegal logging; expansion of areas for agro-forestry
- **Coastal zones** - identification of vulnerable communities, areas and infrastructure; mangrove rehabilitation, dykes and storm-water breaks; integrated coastal zone management

Following the validation of the Technical responses, the participants were invited to identify the related Policy responses for each sector. The main inputs/outcomes of this successful and interactive discussion are reported below:

Agriculture

- Organic seed certification (i.e. through Value Chain for resilient crops)
- Consistency of techniques/policies across sectors (integrated approach)
- Need of crop diversification for rain fed agriculture (i.e. drought smart resilient cropping)
- Improve land and water management systems (intensive monitoring and assessment)
- Improve skills development and technology transfer
- Increase support to indigenous people
- Explore the potential of carbon trading
- Need to develop more innovative insurance mechanisms/schemes (weather index insurance)
- Incentives for renewable energy (solar, biogas)
- Need to review design of agriculture (irrigation) infrastructures more prone to damage because of increased rainfall and flooding intensity

Forests

- Long-term government interventions (i.e. land tenure, pasture management)
- Explore alternative livelihood support
- Explore Carbon finance opportunities
- Need for Integrated Sustainable Forest Management systems
- Expansion of protected areas
- Need for a regulatory framework for pasture management
- Address the conflict between livestock management and forestry
- Support to indigenous people to adopt sustainable practices and provide alternative livelihood options

Coastal zones

- Facilitate access to better equipments for small fishermen
- Need for ex-ante environmental assessment for project design
- Long-term strategies to cope sea-level rise (i.e. Pacific Islands)

- Effective fisheries management
- Need for a regulatory framework for coastal zone (i.e. reinforce mangrove protection)
- Need to develop a sustainable “offshore land use plan” (sustainable schemes on fees/taxes for use of offshore areas)

The table discussion was concluded with the presentation of some climate change cross-cutting responses such as: CC impact assessment and vulnerability assessment; integrated landscape management; project design oriented to address CC; awareness raising, capacity building and training of all levels (local to national); adoption of appropriate technologies; harmonization of policy prescriptions across sectors and monitoring impacts; addressing adaptation and mitigation co-benefits.

Overview of Climate Change Financing Mechanisms

To conclude the session, Mr. Alejandro Kilpatrick delivered a presentation on the financial architecture for CC adaptation and mitigation providing an overview on existing/upcoming mechanisms to finance Agriculture, Forestry and other Land Use (AFOLU) related projects.

In particular, Mr. Kilpatrick illustrated the climate change financing opportunities for mitigation in the energy, agriculture, land-use and land-use change related activities under both the regulatory (specifically the CDM - Clean Development Mechanism) and the voluntary carbon market (focusing on the REDD - Reducing Emissions from Deforestation and Degradation).

Also the Adaptation Financing options, such as the GEF’s Adaptation Fund and other several multilateral funds for climate change adaptation in agriculture, land use and land use change, ecosystems, coastal zones and water related activities and projects have been highlighted.

KNOWLEDGE MARKET ON FOOD CRISIS AND CLIMATE CHANGE

This year a Knowledge Market on Food Crisis and Climate Change has been organized as a special knowledge sharing event in which country teams and regional partners shared their sustainable activities tackling the increasing threat to food security in response to unstable commodity and energy prices, and their innovative initiatives implemented to cope with climate change.

The Knowledge Market provided an opportunity for interactive discussion and learning among participants, while sharing project responses to food crisis affecting poor rural people in Asia and the Pacific, and their strategies to adapt to climate variability.

Seventeen displays featuring posters and photographs, project products, and videos showed how poor people who live and work on smallholder farms respond to the food crisis and deal with the inevitable impact of climate change by implementing activities that can guarantee long-term food security and reduce poverty.

Market stalls were set up by nine country teams (Bangladesh, Cambodia, China, India, Indonesia, Mongolia, Philippines, Sri Lanka and Viet Nam); ICARDA, ICIMOD, ICRAF, IRRI and BAAC also displayed their wares and shared their experiences:

Bangladesh:

Bangladesh's display showed success stories from the Sunamganj Community Based Resource Management Project, whose target group includes landless, marginal and small-farmer households and women. The project provides access to savings and credit services at the village level, focusing on the promotion of high-value products with established marketing chains (livestock and fisheries); supports the transfer of water and land management rights to participants to improve their access to and control over natural resources. It also promotes community-based habitat restoration to increase the production and availability of fish to local fishers; promotes labour-intensive infrastructure development (including village erosion-protection works and storage facilities) to provide employment opportunities to the poorest and most vulnerable people, particularly women, and to reduce threats of erosion and flooding; and empowers women by addressing strategic gender needs such as access to knowledge and technology, control over productive resources, and development of leadership and management skills.

Cambodia:

Rising of food and commodity prices had a negative impact on vulnerable families. The support to Most Vulnerable Families (MVF) has been included in IFAD-supported projects' 2009 AWPB, and the targeting approach, Wealth ranking has been reviewed to ensure inclusion of MVF, reported Cambodia team.

China:

China country team presented project responses to food crisis in four different contexts:

- Qinling Mountain Area Poverty Reduction Project (Hubei Province): introduction of a new technology to increase the paddy yield ("Rice humid-Planting Technique with Plastic Mulching in Whole Life Time in Cold-water Paddy Field").
- West Guanxi Poverty Reduction Project: full utilization of available resources; selection of high yield and high quality rice and maize variety; training to farmers in scientific cultivation technologies.
- Environmental Conservation and Poverty Reduction Programme: farmers' income and food accessibility has been stabilized thanks to diversification of farmers' production and exploration of local resources utilization.
- South Gansu Poverty Reduction Programme: experiment and demonstration of new technologies and varieties; renovation of irrigation tanks and canals and terracing in dryland zones; pasture restoration; animal raising demonstration; restoration of economic and ecological forest; increased drinking water safety.

India:

Major interventions implemented by the Jharkhand Tribal Development Programme to overcome food crisis were shared: resource management plan including household plan focusing on regenerating the natural resources and maximizing the yield/production per hectare; exploring alternative source of livelihoods in livestock, fishery and off-farm sector; enabling the Gram Sabha to take the decision on addressing the natural resource management and livelihood issues; institution building and community level service providers to cater the technical and organizational needs of the community; collective marketing approach; skill development of progressive farmers and women from self-help groups (SHGs) to enhance the income through enterprises and organic farming.

Indonesia:

Food security is addressed through the Participatory Integrated Development in Rain-fed Area programme by establishing community-based organizations able to develop income generating activities (off-farm, on-farm and non farm), apply innovative technologies on farming activities as well as food processing, and improve natural resource management.

Mongolia:

The Rural Poverty Reduction Programme supports rural households in growing vegetables for consumption and sale to increase income. Rural households are provided with potato and vegetable seeds, hand tools, greenhouses, funds for potato storage, and training related to growing and preserving vegetables. Growing vegetables helps rural families in Mongolia improve nutrition and reduce food expenditures.

The Philippines:

IFAD-supported projects in the Philippines address food sufficiency through documentation of Indigenous Peoples' knowledge and practices on highland organic rice production, promotion of appropriate and improved farm technology, provision of agricultural infrastructure support, and high value fish culture. In particular, the display presented success stories about the introduction of Diversified Farming System, construction of Communal Irrigation Systems (CIS), promotion of High Value Fish Culture, Bio Intensive Gardening and Improved Seaweeds Farming.

Sri Lanka:

The Dry Zone Livelihood Support & Partnership Programme supports the implementation of Farmer Field Schools (FFS), development of marketing linkages through contract farming and forward sales agreement; promotion of self employment through subsidiary loan scheme, and improvement of living standards by providing basic infrastructure.

Viet Nam:

In Ha Tinh province, because of the small size of the average landholding, agriculture remains at subsistence level. Among the successful project activities implemented to support agriculture development in the project area: high quality rice, high quality sweet potato, pig raising, duck raising, aquaculture techniques.

ICARDA

The display covered the work of ICARDA on linking Tajik mohair producers and women spinners with consumers in the United States, with the objective of increasing incomes from mohair production and processing. ICARDA's collaboration with Tajik farmers on Angora goat breeding and work with women's groups on spinning luxury mohair in yarns for export has been presented. The display also showed how American knitters are included in testing the yarns and providing feedback to the spinners, and how the participants and activities re-enforce one another through collaboration and synchronized incentives and generate a powerful dynamic that opens new opportunities for Angora goat production and mohair processing, with positive impact on the livelihoods of rural women. Mohair products formed part of the ICARDA exhibit.

ICIMOD

ICIMOD presented a case study from North East India on Coping with Change: Emerging vulnerabilities with agricultural transformations and climate change. The findings of a recent field survey to assess the impact of agricultural transformation and climate changes in four districts in Meghalaya were presented. With changes in climatic conditions being perceived over the last few years - erratic rainfall, longer dry periods and increasing temperature - recurrent incidences of productivity declines, die back of saplings and pests have emerged. In areas with large scale cashew plantations, reduced volume of water flows in rivers and drier conditions are perceived. New pest attacks in arecanut have been reported which threaten the plantations set up by communities. These conditions render even rich farmers highly vulnerable and if the die-backs and pest attack continues, even rich farmers could slip back to poverty as their traditional risk aversion mechanisms have been completely replaced with monoculture cash crops.

ICRAF

The project RUPES (Rewarding Upland Poor for Environmental Services) is assessing different ways to reward local people for their role in providing environmental services (water, biodiversity, carbon). As a part of the first phase of RUPES, knowledge about how to conduct diagnostic studies prior to implementing reward mechanisms has been generated. These studies are in the form of packaged “tools” that include methods to assess biophysical, social and institutional and economic aspects related to environmental services and natural resource management. Using the example of Rapid Hydrology Appraisal (RHA) tool, the project shows how knowledge about this was generated, packaged and disseminated.

IRRI

The diverse nature and the complexity of challenges of the unfavourable rice environments make it essential that technology development and validation is carried out in close liaison with national agricultural research and extension systems (NARES) to draw on local scientific expertise and farmers’ knowledge to tackle the key problems of the diverse ecosystems. The Consortium for Unfavourable Rice Environments (CURE) is the principal mechanism for achieving this aim across Asia. CURE is coordinated from IRRI and operates through four working groups that focus on the unfavourable environments: uplands, drought prone lowlands, submergence-prone lowlands and salinity-affected lowlands.

CURE facilitates the sharing of scientific knowledge, technology products, and information among the network members of 10 countries in south and south-east Asia. Strategies involve on-farm farmer participatory research and multidisciplinary approaches to technology generation, validation, and dissemination. Options for these diverse rice environments are built on local expertise and indigenous knowledge, and advances can be adapted and integrated at the local level. Sharing among partners and NARES allows direct access to these technology options for outscaling.

BAAC

A presentation on Weather-indexed crop insurance was given. BAAC, in collaboration with government agencies and Thai insurance companies, along with the World Bank’s technical assistance, have initiated the weather-derivative-indexed crop insurance scheme for Thai farmers. Retail agricultural insurance policies are sold in order to protect and stabilize farmers’ income from the effect of adverse weather condition on agricultural production (especially rainfall) which has detrimental impact on crop yield. The need arose to devise a system that can monitor the impact of uncontrollable weather on crop yield, both in terms of acreage and production. Such system can be developed by making use of 3-S technology including Geographic Information System (GIS), Remote Sensing (RS) and Global Positioning System (GPS) respectively.

SUSTAINABILITY: KEY CHALLENGES IN PROJECT IMPLEMENTATION

The session on ‘sustainability’ and the key challenges confronted by all during project implementation began with a joint presentation by Mr. Qaim Shah (Pakistan), Ms. Jebun Nahar (Bangladesh) and Mr. Dalantainyam Dagva (Mongolia), in which these messages were emphasized:

- Sustainability is continuation of benefits after project closure;
- It is more about results: outcomes and impacts;
- It implies environmental, social, economic and institutional sustainability;

- Social sustainability is achieved when social mobilization is a means and not an end;
- Economic activities promoted by projects must be sustainable;
- Mainstream interventions to achieve institutional sustainability;
- Poor sustainability could be a result of both design and implementation flaws;
- Exit strategy must be a part of the design process;
- Have mainstream organizations as implementing partners rather than units that exist only during the project cycle - institutional ownership is the key;
- Governments must replicate and upscale successful project interventions;
- Local institutions and communities promoted by the project must be supported by the government; and
- Quality of social mobilization is very important and needs to be focused upon.

Mr. Richard Caldwell, TANGO, shared the results of an assessment of sustainability in IFAD-supported projects based on field studies in the Philippines, Lao PDR, Viet Nam and India. Noteworthy findings included the following:

- Sustainability is multidimensional;
- Functional institutions that are self-sustaining are the key to institutional sustainability;
- Environmental sustainability is achieved when production systems support livelihoods and maintain a stable resource base;
- Sustainability can be fostered either if it is market-driven development or anchored in the communities that focuses on empowerment;
- Sustainability is correlated with how much of the project design has considered national policies, PRSPs and capacities of local organizations;
- It is proportional to the amount of contact project has with the communities;
- Risk analysis and management are important tools;
- Have a sustainability strategy, rather than an exit strategy;
- A strong country presence is an important factor in sustainability; and
- Sustainability should be focused upon during project supervision.

During the open forum that followed the presentations, these views and issues emerged:

- The real picture concerning sustainability would emerge only if we carry out a post evaluation 10-12 years after project closure;
- Strong institutions left behind by the project constitute key elements of sustainability;
- Strong economic foundations and market linkages are important factors for sustainability;
- Build upon existing local community organizations and implementing systems for ensuring sustainability of project interventions; and
- A well-defined exit strategy helps ensure sustainability.

The crux of the session was that the efficacy of our work is maximized and relevant only when it is sustainable. This issue must be tackled from the beginning of the project life cycle in a systematic manner, guided by a clear strategy. Sustainability of interventions is best achieved when the project interventions and models are replicated (and cloned in some cases), upscaled and owned by local governments, and when existing institutions are market-driven and anchored in the communities.

CO-FINANCING EXPERIENCES AND LESSONS

A special working lunch session on co-financing was held on 4 March with the following purposes:

- To reflect on experiences of project and programme managers of IFAD-assisted projects in the Asia and the Pacific region on co-financing; and
- To extract lessons learned to help improve partnership frameworks in the future.

There were 30 participants in the session including Project Directors/Managers and Country Presence Officers from Bangladesh, Cambodia, India, Indonesia, Laos, Philippines, Sri Lanka, and Viet Nam. In addition, there were 10 IFAD staff, plus representatives from partners such as WFP, UNDP and SEARCA.

To set the scene, the following facts were shared. In 2008, 27 out of 52 IFAD-assisted projects were co-financed. IFAD's corporate target for co-financing is to achieve a ratio of 1:1, of which 30% should be IFAD co-financing other donor-funded projects, leaving 70% of IFAD projects having to seek to mobilize co-financing from others.

During the animated discussion, the following key points were raised by Project Directors and Managers:

- Co-financing promised during design sometimes did not materialize;
- Even when promised co-financing did end up materializing, they sometimes were on terms and conditions different from those agreed;
- Lack of synchronization of resources mobilized by co-financiers;
- Complexity of resource mobilization, especially when many co-financiers fund one specific activity or component;
- Managing different co-financiers demands a lot of time from Project Directors;
- Donors demand co-financing sometimes for their own internal corporate requirements, rather than those of borrowing governments;
- Sometimes mobilization of government counterpart funds is so problematic for Project Directors that they are forced to use donor funds, which subsequently creates accountability and withdrawal application problems; and
- Lack of harmonization of strategic objectives and operational procedures of donors poses difficulties during implementation.

Some of the key recommendations that emerged from the discussions were:

- Co-financing agreements should be completed, finalized and well-documented prior to submission to the Executive Board of IFAD;
- Programme design should build in sufficient flexibility such that lack of co-financing resources during implementation will not have a major impact;
- Avoid many co-financiers funding the same component where possible;
- Different co-financiers should be assigned different geographic areas or components or activities to fund such that each could be self-contained;
- Target co-financing of different programme activities based on comparative advantages of individual co-financiers with the hope of managing or capitalizing on knowledge they have, and based on their corporate comfort levels;
- Carefully selecting co-financiers can be very useful (e.g., in debt-swaps); and
- When mobilizing co-financing, ensure that co-financiers explain clearly their procedures for mobilizing their funds so that Project Managers know the exact requirements and what they have to do from the beginning of the project.

COUNTRY TEAM MEETINGS

In the final working session, country teams met with their CPMs to fine-tune their Annual Work Plans and Budgets. Regional partners were invited to join relevant country teams as participants or observers. The CPMs posted summaries of their country meeting outcomes on the social reporting blog (<http://ifad-un.blogspot.com>), which included detailed planning and fine-tuning of the following items:

- Schedule of missions in 2009 for project design, supervision and implementation support, reviews, and M&E;
- Objectives and composition of Country Programme Management Teams;
- Country portfolio review workshops;
- Knowledge management agenda and events;
- Enhancing project management capacity in areas such as loan administration, financial management and procurement;
- Linking with APMAS, once operational, to address training needs;
- Country grants and linkages with loan projects; and
- Managing for results/RIMS.

WORKSHOP WRAP-UP AND CLOSING

In the final workshop session, the participants were treated to a six-minute video compilation that distilled the key highlights, achievements and lighter moments of the 2009 APR workshop. After taking time out to complete the two-page workshop evaluation (summarized in a following section), participants shared their thoughts and views in small groups on: 1) what stood out the most for them during the workshop: and 2) what might they do differently as a result. Here were some of their responses:

What stood out for you?

- "How the workshop proceedings were captured."
- "Discussions on sustainability, M&E and KM, which will be highlighted in our 2009 work."
- "We have a human network."
- "The effectiveness and facilitation of the programme."
- "Everything was on time. The mix of modalities. No session was boring."
- "It was really nice to have participated in this workshop and to have met the Project Directors... I now actually can see their faces."
- "Thomas Elhaut responded to all our questions and concerns."

What might you do differently as a result?

- "Integrate components addressing climate change challenges within our projects."
- "Use some of the different methodologies to conduct our own meetings."
- "Based on the discussion on direct supervision, finally for the first time, I realized that after one year of experience, our relationship with our projects has really changed. It has become more intensive in terms of partnerships and content of the discussion. It has changed dramatically for the better."
- "Sustainability of implementing our programs."
- "Get more in touch. I have heard about projects and activities happening in the Philippines. I take my responsibility to have more information on them."
- "Knowledge fair in our country."
- "Integrate KM in country."

The workshop was brought to a close by Mr. Thomas Elhaut, IFAD, who highlighted what he felt were the main points of change that IFAD needs to act upon:

- *Agriculture is back on the agenda*: We have to do it much better this time around in the context of a food/financial crisis and the key is improving agricultural productivity and research.
- *Direct supervision*: We are aiming for improved administration and shorter turnaround. Many projects are at risk, so we need to help each other. We have to move towards implementation support - facilitation, mutual accountability and support each other's learning. We heard good ideas to improve DS, such as through peer reviews, reviewing the timing of missions and empowering missions through their composition (involvement of government, grant managers and local stakeholders).
- *Grants in country programmes*: We have limited resources so let's use them strategically. They are a foundation for KM and we are under-exploiting that. We need stronger linkages; loans have to be geared to grants at the project design stage...Why wait for marriage?
- *Knowledge management*: We made big progress in demystifying KM. We now know that KM is about learning and sharing, keeping it simple and innovating, with support from others, giving a shoulder to cry on. We need to be selective in what we do around KM, be evidence-based, resist standardizing and be gender/culture sensitive. ENRAP helps with this, bringing together people face-to-face and with technology; ENRAP will help us with technology in the next phase. Remember that IFAD's identity is rural poverty reduction and innovation. Cassandra and her team will share this with the rest of the world.
- *Managing country programmes for results*: Need to have simplicity and clarity. The starting point is the log frame but we need to have clarity of objectives, to decide where you want to go before you try to get there. Monitoring and evaluation is a management tool; be selective, simple and concrete, collect what you need, need what you collect. We have to mainstream further by identifying M&E resource people in country.
- *Financial management*: We have improved procurement but we still have some way to go. We will organize procurement trainings, but also trainings on fraud and corruption. We plan to organize a financial event with aid agencies and finance ministries to look at trying to find funds for KM and to simplify procedures. We will have more money to address global issues next year but we know that you are already confronting them on a day-to-day basis and are finding solutions for those constraints.
- *Productivity issues*: We need to have more discussion about it... this was the first time we sat down with John Skerritt (ACIAR).
- *Climate change*: Need to design with more flexibility, have coping strategies, policy responses and earmark funds for women to deal with climate change.
- *Sustainability*: It is the other side of climate change and the food crisis, the economic and social dimension. There needs to be ownership of the sustainability agenda during project design, and keep it on the radar throughout.
- *Private sector*: It is an important player; we have to start working with them as partners. We want to bring them along at the next APR meeting so we will be doing some preparatory work.
- *Knowledge market*: It was remarkable, many thanks to all for sharing about your work.
- *Blog*: I want to see the results from the exercise on country team work reported on the blog. What are you going to do? I would love to see two-three changes as a consequence of this workshop. Let's keep the blog alive, as least until the next workshop.

Mr. Elhaut hoped that we will be inspired and committed to take on all of the above so we have a better record next year. In closing, he thanked Chase and Martina (who had already thanked everyone else), and wished us good field trips and bon voyage until next year!

WORKSHOP EVALUATION

During the final workshop session, participants were invited to complete a brief questionnaire (comprising eight questions) to review the quality, relevance and effectiveness of the workshop. The evaluation provided participants with an important opportunity to influence future workshop themes, scope and logistical arrangements.

Overall, a very positive response was received from participants on the usefulness of the workshop, with average ratings ranging from 4.0 to 4.2 (5.0 being excellent) given for various workshop sessions. Regarding the workshop agenda and process, facilitation, pre-workshop communications, secretariat support and venue facilities, there was an average rating of 4.2 or higher for each element, demonstrating the participants' overall satisfaction with these important aspects. In particular, the workshop facilitation, secretarial support and hotel facilities were highly appreciated (average ratings of 4.5, 4.6 and 4.7, respectively). Compared to the 2007 APR workshop, this year's ratings - on both the workshop content and process - were generally higher.

The effectiveness of the workshop as a forum to strengthen direct supervision was considered as effective by all respondents, with most rating the event as "very effective," or "effective to a large extent" in terms of improving their understanding of different issues related to direct supervision. Participants commented that the workshop focused strongly on improving performance. It provided them a chance to discuss the topic face-to-face and learn interesting experiences from other colleagues in other countries that will be helpful in strengthening direct supervision in their own countries. While some doubts were cleared, others were confirmed. Participants also felt that this theme should be part of the next APR workshop because of its importance.

Participants provided positive feedback on the effectiveness of the workshop as a forum to help participants understand knowledge management. They appreciated the good combination of different tools and clever facilitation that stimulated learning, and made the KM session entertaining but substantive. Facilitators used simple techniques of communication to make participants understand KM. Some participants suggested that each project should have a KM strategy. However, a few participants responded critically that they are still confused about what KM is, and what it is they have to do. They suggested that different countries and projects should share more results of their KM activities to improve the understanding of others.

Participants suggested many different ways of enhancing the value of learning and sharing in future APR workshops. To stimulate more discussion among participants, it was suggested there should be more participatory working sessions rather than panel presentations. Many participants saw a significant value in having mixed working groups. However, several respondents wanted more opportunities for experience sharing and cross learning among Project Directors, CPMs and CPOs. Concerning the quality of workshop presentations and discussions, participants felt that more opportunities should be given for project staff to make presentations of concrete field examples and best practices. There were pleas to limit the number of themes and topics in the future to provide sufficient time for discussion and exploration. Many felt that a good balance of facilitation and substance made sessions more interesting, informative and stimulating.

About half of the respondents expressed general satisfaction with Bangkok as location for the workshop, noting that it is accessible and convenient, with good value and facilities. Some participants felt strongly about changing the location for the next workshop so that participants will get a chance to visit an IFAD-supported project. Rotation to other countries (at whatever cost) should be encouraged to promote learning and exposure of IFAD. Participants appreciated the fact that a field trip was added to this year's workshop, and suggested that such trips should always be included in the APR workshop programme.

FIELD TRIPS

BAAC organized two field trips for workshop participants:

- **Chonburi Province:** The participants visited an integrated farm and an organic farm whose owners were BAAC clients.
- **Ayuttaya Province:** The participants visited a Rice Research Centre supported by BAAC and the Bangsai Arts and Crafts Centre of H.M. Queen Sirikit which sells products of small and medium enterprises and OTOP projects (one town, one product) also supported by BAAC.

The field trip was appreciated by the participants.

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ANNEX 2: 2009 APR WORKSHOP FINAL AGENDA

Sunday, 1 March 2009

Garden Area, 8th Floor

16.00 - 18.00 **Registration of participants**

18.00 - 19.00 **Official Opening**
(Moderator: Martina Spisiakova, IFAD)

- **Official Opening:**
 - Mr He Changchui, Assistant Director General, FAO, RAP, Thailand
 - Mr Ennoo Suesuwan, Acting President, BAAC, Thailand
 - Mr John Skerritt FTSE, Deputy Chief Executive, ACIAR, Australia
- **Opening Remarks:**
 - Mr. Thomas Elhaut, Director, IFAD, Italy

19.00 - 21.00 **Welcoming reception**

Monday, 2 March 2009

Watergate Ballroom (A & B), 6th Floor

8.00 - 9.00 **Late Registration of participants**

9.00 - 9.15 **Workshop Overview**

- **Overview of workshop objectives, expectations and flow**
(Chun Lai, Workshop Facilitator)

9.15 - 10.30 **Reflecting on the achievements in 2008**
(Moderator: Chun Lai)

- 09.20 - 09.35
- **Follow up on 2007 Workshop and conclusions of the 2008 Annual Performance Review** (including views from projects based on the questionnaire)
 - Ron Hartman, CPM, IFAD

09.35 - 10.15 **Plenary discussion: Reaction, questions and answers**

10.15 - 10.45 **Coffee Break and Photo Session**

10.45 - 12.30 **Experience in direct supervision and areas for improvement**

- 10.45 - 10.50
- **Plenary Session: Operationalizing direct supervision**
(Moderator: Jebun Nahar, Bangladesh)

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|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10.50 - 11.05 | <ul style="list-style-type: none"> ▪ Direct supervision and projects - good practices and lessons learned): Deepak Mohanty (India), Bala Ram Adhikari (Nepal) and Houmphann Kosada (Lao PDR) |
| 11.05 - 11.20 | <ul style="list-style-type: none"> ▪ Direct supervision and country presence - emerging good practices: Anura Herath (Sri Lanka), Yolando Arban (Philippines), Yinhong Sun (China) |
| 11.20 - 11.35 | <ul style="list-style-type: none"> ▪ Key achievements and issues in loan administration (Shankar Kutty, IFAD) |
| 11.35 - 12.30 | Plenary discussion on direct supervision |
| 12.30 - 14.00 | Lunch, Promenade Restaurant, 4 th Floor |
| 14.00 - 15.30 | Experience in direct supervision and areas for improvement <ul style="list-style-type: none"> ▪ Working Session 1 - How can we work better? Relevance, quality and cost-effectiveness. |
| 15.30 - 16.00 | Coffee Break |
| 16.00 - 17.30 | The role of grants in country programmes: improving linkages between loans and grants in the context of direct supervision (Moderator: Laura Puletti) |
| 17.30 - 19.00 | Set up of displays for the Knowledge Market |
| 19:00 - 21:30 | Dinner, Poolside, 8th Floor |

Tuesday, 3 March 2009

Watergate Ballroom (A & B), 6th Floor

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| 9.00 - 9.10 | Recap and preview <ul style="list-style-type: none"> ▪ Chun Lai, Workshop Facilitator |
| 9.10 - 10.30 | Improving knowledge management practices (Facilitators: Knowledge Facilitators' group) <ul style="list-style-type: none"> ▪ Plenary Session: <ul style="list-style-type: none"> ▪ Emerging good practices in KM |
| 10.30 - 11.00 | Coffee Break |
| 11.00 - 12.30 | Improving knowledge management practices (cont) (Facilitators: Knowledge Facilitators' group) <ul style="list-style-type: none"> ▪ Closing remarks by Cassandra Waldon, Director of Communications, IFAD |
| 12.30 - 14.00 | Lunch, Promenade Restaurant, 4 th Floor |

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| 14.00 - 15.30 | Managing the country programme for results (Moderator: Yolando Arban, CPO, Philippines) |
| 14.05 - 14.25 | <ul style="list-style-type: none"> ▪ Plenary Session: <ul style="list-style-type: none"> ▪ Best practices in managing development for results (Maria Donnat, IFAD) ▪ Building country M&E capacity to manage for and report on results (Nigel Brett, IFAD) |
| 14.25 - 14.45 | Open Forum - questions and comments to panelists |
| 14.45 - 15.00 | <ul style="list-style-type: none"> ▪ Plenary Session: <ul style="list-style-type: none"> ▪ Audit (Karen Juergens, Office of Audit & Oversight, IFAD) |
| 15.00 - 15.30 | Open Forum - questions and comments to panelists |
| 15.30 - 16.00 | Coffee Break |
| 16.00 - 18.00 | Knowledge Event (Moderator: Chun Lai) |
| 16.00 - 16.10 | <ul style="list-style-type: none"> ▪ Plenary Session: <ul style="list-style-type: none"> ▪ Synthesis of IFAD's analytical work on food prices (Ganesh Thapa, IFAD) ▪ FAO Initiative on Soaring Food Prices (Mr Purushottam Mudbhary, Chief of Policy Assistance Branch, FAO/RAP) |
| 16.10 - 16.20 | |
| 16.20 - 17.20 | Brainstorming on food security in the context of increasing commodity prices (Creative problem solving facilitation method) |
| 17.20 - 18.20 | Knowledge Market on Food Crisis: what is happening in the programmes (projects) and how they are addressing this issue |
| Free time | |

Wednesday, 4 March 2009

Watergate Ballroom (A & B), 6th Floor

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| 9.00 - 9.10 | Recap and preview <ul style="list-style-type: none"> ▪ Chun Lai, Workshop Facilitator |
| 09.10 - 10.45 | Adaptation to climate change (Moderator: Qaim Shah, CPO, Pakistan) |
| 09.15 - 09.45 | <ul style="list-style-type: none"> ▪ Plenary Session: <ul style="list-style-type: none"> ▪ Overview of the impact of climate change in Asia and the Pacific (Roshan Cooke, Programme Coordinator, Global Mechanism, Rome) ▪ Responses to climate change: adaptation (Alejandro Kilpatrick, Programme Coordinator, Global Mechanism, Rome) ▪ Examples of adaptation measures in Asia and the Pacific (Dhruvad Choudhury, Coordinator, Sustainable Livelihoods and Poverty Reduction Programme) |
| 09.45 - 10.45 | <ul style="list-style-type: none"> ▪ Working session 3: Adaptation to climate change - small table discussion |

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| 10.45 - 11.15 | Coffee Break |
| 11.15 - 12.30 | Sustainability - key challenges in project implementation (Moderator: Djadi Purnomo, Indonesia) |
| 11.20- 11.35 | <ul style="list-style-type: none"> ▪ Plenary Session: <ul style="list-style-type: none"> ▪ Lessons learned on project sustainability - joint presentation by Dalai (Mongolia), Mr. Jebun Nahar (Bangladesh) and Mr. Qaim Shah (Pakistan) |
| 11.35 - 11.50 | <ul style="list-style-type: none"> ▪ Results of the assessment of sustainability in IFAD-supported projects (Mr. Caldwell, TANGO) |
| 11.50 - 12.30 | Open forum - questions and comments to panelists |
| 12.30 - 14.00 | Lunch, Promenade Restaurant, 4 th Floor |
| 14.00 - 15.30 | Working Session 4 - Country teams fine tuning country programme AWP&B (Facilitators: CPMs) |
| 15.30 - 16.00 | Coffee Break |
| 16.00 - 16.15 | Workshop evaluation |
| 16.15 - 16.45 | Wrap-up: <ul style="list-style-type: none"> ▪ Reflection from participants (Chase Palmeri, IFAD) ▪ Comments and suggestions from the floor |
| 16.45 - 17.00 | Closing Session (Moderator: Martina Spisiakova, IFAD) <ul style="list-style-type: none"> ▪ Closing remarks by Mr Thomas Elhaut, Director, IFAD ▪ Distribution of workshop certificates and photos |

Thursday, 5 March 2009

Field trips organized by the Bank of Agriculture and Agricultural Cooperatives of Thailand (BAAC) to:

- **Chonburi Province:** Visit of an integrated farm and organic farm (BAAC clients)
- **Ayuttaya Province:** Visit of a Rice Research Centre combined with a visit at the Bangsai Arts and Crafts Centre of H.M. Queen Sirikit which sells products of small and medium enterprises and OTOP (one town, one product) projects supported by BAAC