



Investing in rural people



# South-South and Triangular Cooperation (SSTC)

Highlights from IFAD's Portfolio



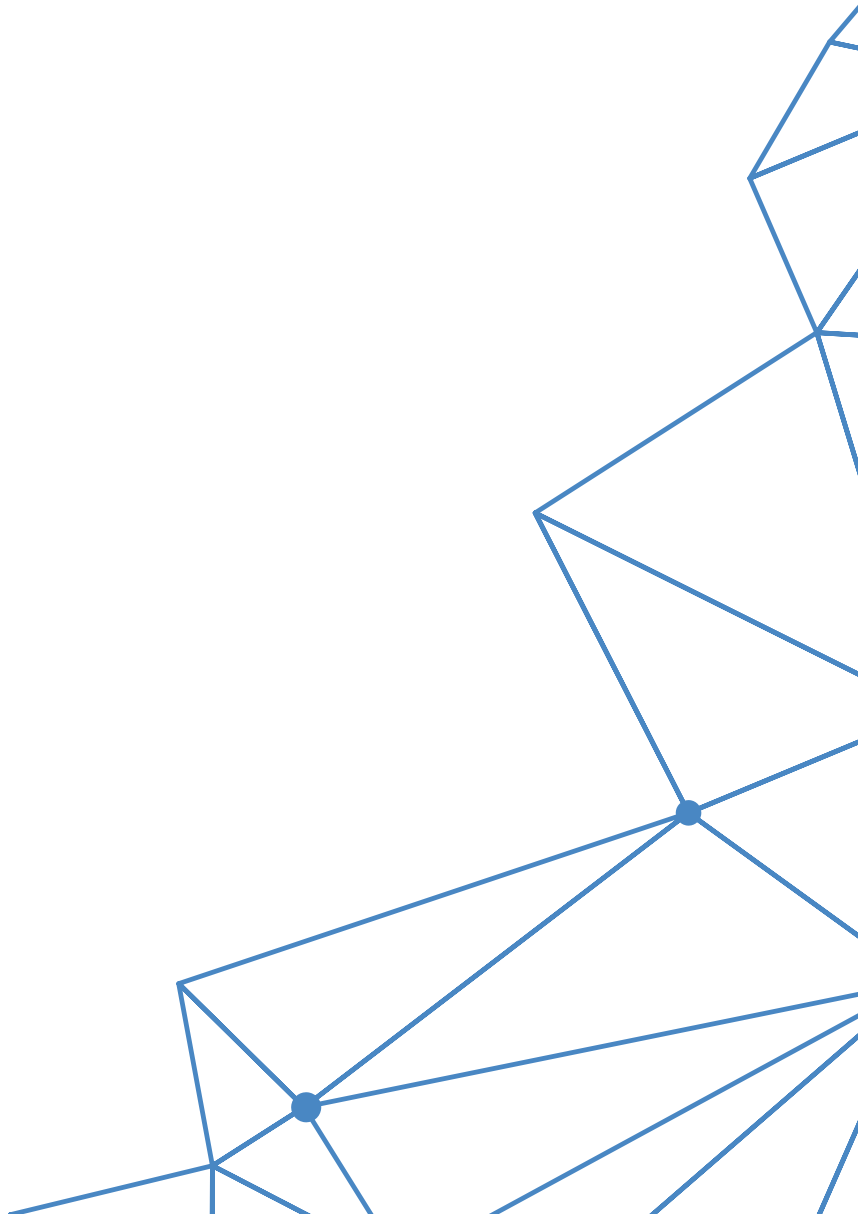


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October 2017



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# Table of contents

<b>Foreword</b> .....	<b>5</b>
<b>Acknowledgements</b> .....	<b>6</b>
<b>Executive summary</b> .....	<b>9</b>
Introduction .....	9
Main trends in IFAD's SSTC operations .....	11
Highlights from IFAD's SSTC portfolio .....	13
Main lessons learned and opportunities for the future .....	14
<b>Section 1 • Introduction</b> .....	<b>17</b>
Background of SSTC .....	17
The importance of SSTC for IFAD today .....	18
IFAD's SSTC strategy .....	19
Embedding SSTC into IFAD's business model and institutional structure .....	20
IFAD commitments to SSTC .....	22
The SSTC Facility .....	23
SSTC and youth and rural employment .....	24
SSTC and private-sector investment .....	24
<b>Section 2 • Objectives and methodology</b> .....	<b>27</b>
Objectives .....	27
Scope and methodology .....	27
Limitations .....	28
Report structure .....	29
<b>Section 3 • Trends in IFAD's SSTC operations</b> .....	<b>31</b>
Distribution of SSTC activities .....	31
Learning subjects .....	33
Increasing interest in SSTC activities from 2011 .....	34
<b>Section 4 • Highlights from IFAD's SSTC portfolio: drivers of success</b> .....	<b>37</b>
Addressing the pressing and salient issues of today .....	37
Strengthening capacities, institutions and policies for enhanced livelihoods .....	40
Transferring innovations and building on earlier successes .....	46
Selecting strong partners and building effective partnerships .....	48
Drawing on emerging expertise within regions to provide solutions .....	51
<b>Section 5 • Main lessons learned and opportunities for the future</b> .....	<b>55</b>
Lessons for replicating successful models .....	55
Opportunities for strengthening IFAD's delivery of SSTC .....	57
<b>Annexes</b>	
Annex I • Case studies .....	63
Annex II • Additional graphs on IFAD SSTC activities .....	159

## Boxes

Box 1	• Prioritizing SSTC: Examples from IFAD's Near East, North Africa and Europe Division (NEN) .....	32
Box 2	• Farmers to farmers' training in diversity field fairs and seed fairs .....	39
Box 3	• Experience of Uruguay's rural development round tables in Argentina .....	42
Box 4	• Agrinovia initiative building SSC at the institutional level .....	44
Box 5	• Promoting gender transformative approaches through SSTC activities.....	45
Box 6	• The IFAD-supported programme for Rural Youth and Agricultural Business Development in West and Central Africa .....	46
Box 7	• The bamboo livelihoods grant builds on a larger grant .....	47
Box 8	• China as a strong middle-income country partner in SSTC .....	50
Box 9	• Scaling up and leveraging additional funds .....	50
Box 10	• Drawing on emerging expertise in Latin America: the case of the MKTPlace grant .....	52

# Foreword

South-South and Triangular Cooperation (SSTC) is a key development instrument that can contribute to achieving the objectives of the 2030 Agenda and the Sustainable Development Goals (SDGs). It provides unprecedented opportunities for developing countries to leverage their own experience, knowledge and resources in support of social and economic transformation of their, and other, people.

A large majority of poor people in developing countries live in rural areas and depend on smallholder agriculture for their livelihoods. SSTC can help rural people acquire the necessary skills, know-how and access to low-cost technologies to better adapt to climate change and other development challenges to improve their productivity, food security, nutritional status and incomes. SSTC is therefore particularly important for meeting SDG 1 (*end poverty in all its forms everywhere*) and SDG 2 (*end hunger, achieve food security and improved nutrition and promote sustainable agriculture*), which are at the centre of IFAD's mandate.

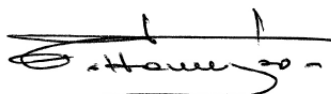
SSTC is part of IFAD's holistic development approach and its evolving business model. It complements the traditional North-South development paradigm but goes beyond it, fostering stronger partnerships among developing countries, their institutions and people – a key principle of IFAD's Strategic Framework 2016-2025 and its country programmes.

I am pleased to present IFAD's first comprehensive publication on its efforts in promoting SSTC. In line with IFAD's global mandate of supporting and improving the lives of rural people who live in often remote areas, the publication reflects experience across all geographic regions and includes concrete case studies and examples of projects and programmes in different countries.

As we mark 40 years since the start of IFAD operations and the adoption of the Buenos Aires Plan of Action for Promoting and Implementing Technical Cooperation among Developing Countries, the aim of this publication is to highlight lessons and good practices that can serve not only IFAD but the wider development community to better design and implement projects and programmes, and contribute to improving policies and institutions in the rural sector, by leveraging the potential of SSTC. This can benefit the millions of people in developing countries who still suffer from hunger, poverty and malnutrition.

It is clear, however, that the challenge of realizing the full potential of SSTC has not yet been realized, and no single organization or government can do it alone. Action will be needed to promote partnerships not only among development organizations, but also with the private sector and financial institutions from emerging economies, in order to support sustainable agriculture and agribusiness, as well as financing opportunities among countries of the Global South.

It is hoped that this publication will both illustrate and stimulate SSTC activities in order to accelerate inclusive and sustainable rural development and progress towards the SDGs.



Gilbert F. Hounou  
President of IFAD

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# Executive summary

## Introduction

Over the last two decades, South-South Cooperation (SSC) has gained increasing recognition as a broad framework for collaboration among developing countries (countries of the “Global South”) in a range of political, economic, social, cultural, environmental and technical domains. IFAD, through lending and grant-financing activities, has spearheaded efforts to identify, promote, transfer and encourage the uptake of proven rural development solutions, experiences, private-sector linkages and financial resources among rural poor people and other field-level rural actors. Today, South-South and Triangular Cooperation (SSTC) plays a greater role than ever before in tackling rural poverty and food insecurity, and its importance in international efforts to enhance development effectiveness is firmly embedded in the 2030 Agenda for Sustainable Development, the implementation of which requires more innovation, new partnerships, enhanced knowledge-sharing and scaling up of proven approaches.

SSTC, as an explicit IFAD corporate agenda item, first appeared during the consultation process for IFAD’s Eighth Replenishment cycle (IFAD8), in response to Member State demand. It remained high on the agenda in the subsequent replenishment cycle, with concrete commitments made in the first official document on *South-South Cooperation in IFAD’s Business Model*, prepared in 2011, which noted the need to mainstream SSTC in the Fund’s activities and defined its approach to SSTC as being decentralized, flexible and diversified, with a focus on knowledge transfer for pro-poor rural development. The 2016 *IFAD’s Approach to South-South Triangular Cooperation (SSTC)* is ultimately the strategic reference document for SSTC. Such activities – as stipulated by this strategic document – are anchored in the Strategic Framework 2016-2025, which notes that “IFAD plans to strengthen its comparative advantage and expand its work in this area [SSTC], in terms of both knowledge-based cooperation and investment promotion, seeing it as an integral part of its business model and of its country programming process.”

According to the Approach Paper, IFAD’s corporate strategy for SSTC focuses on two specific objectives: (i) to share relevant rural development solutions and knowledge, and promote investments among developing countries; and (ii) to establish and support partnerships and other forms of collaboration for improved rural livelihoods. To support the achievement of such objectives, IFAD’s SSTC activities have to contribute to two broad domains: (i) technical cooperation; and (ii) investment promotion. In the area of **technical cooperation**, the Fund is seeking to consolidate its position as a leading agency supporting peer-to-peer learning in rural development, through replicating and expanding good experiences in IFAD’s grant and lending portfolio, as well as by building new mechanisms

and partnerships. In the area of **investment promotion**, IFAD (as an international financing institution) is particularly well-positioned to strengthen, create and leverage opportunities for promoting the flow of financial resources between developing countries, using its own funding, while also leveraging additional resources to further expand the potential of SSTC activities.

In the context of the **IFAD10** Replenishment consultations, the Fund made a number of concrete commitments to enhancing SSTC. **First**, as previously mentioned, IFAD is committed to strengthening corporate-wide synergies and refining its institutional architecture to reinforce the SSTC activities' internal coordination mechanism. **Second**, IFAD would further mainstream SSTC in programme design and implementation, strengthening existing systems for monitoring, assessing and reporting on the performance of SSTC. To this end, IFAD would ensure that 50 per cent of all results-based country strategic opportunities programmes (RB-COSOPs) include an approach for SSTC. **Third**, the Fund would create mechanisms to catalogue experiences and knowledge in SSTC, shared through a web platform of rural development solutions, and broker new public and private partnerships. **Fourth**, IFAD would leverage corporate decentralization to expand SSTC mainstreaming to country offices and sub-regional hubs. **Last**, in addition to continuing to fund SSTC activities through established channels, IFAD would seek to establish a fund/facility to enable the scaling up of SSTC activities.

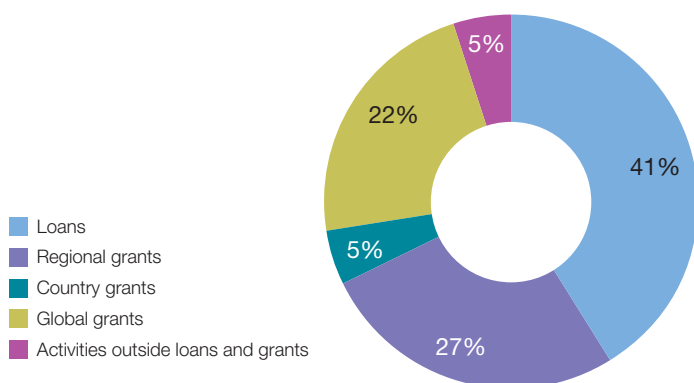
Under **IFAD's Eleventh Replenishment (IFAD11)**, SSTC will be raised to an even higher level of prominence, following this decision to put SSTC among the top areas for IFAD's focus. Under the new business model developed for IFAD11 and beyond, SSTC is part of IFAD's holistic approach to sustainable and inclusive rural transformation. The business model promotes IFAD's role as a knowledge broker to foster partnership among key stakeholders, facilitate technology transfer, and promote investments in the Global South.

## Main trends in IFAD's SSTC operations

The methodological limitations faced when conducting the research aimed at understanding how the main trends in IFAD's SSTC operations relate to three broader challenges in the Fund's corporate management of SSTC activities: (i) the absence of a clear definition of the elements constituting SSTC in the IFAD context; (ii) the lack of formalized systems for project-level tracking; and (iii) the absence of explicit SSTC indicators in IFAD's corporate management information systems.

Notwithstanding the challenges, a database of IFAD's SSTC activities was developed in cooperation with IFAD operational divisions, which highlighted that, in the period 1996-2016, IFAD funded a total of 165 SSTC initiatives. *Figure 1* shows a breakdown of these activities by financial instrument, highlighting that the largest share (54 per cent) were funded by grants, followed by 41 per cent funded by loans.

**Figure 1 • Distribution of activities by financial instrument**



When looking across regional divisions (*Figure 2*), the number of SSTC activities supported by each geographic region over the period 1996-2016 (with the exception of Near East, North Africa and Europe – NEN) is fairly equal, averaging about 26.

**Figure 2 • Distribution of SSTC activities by regional division**

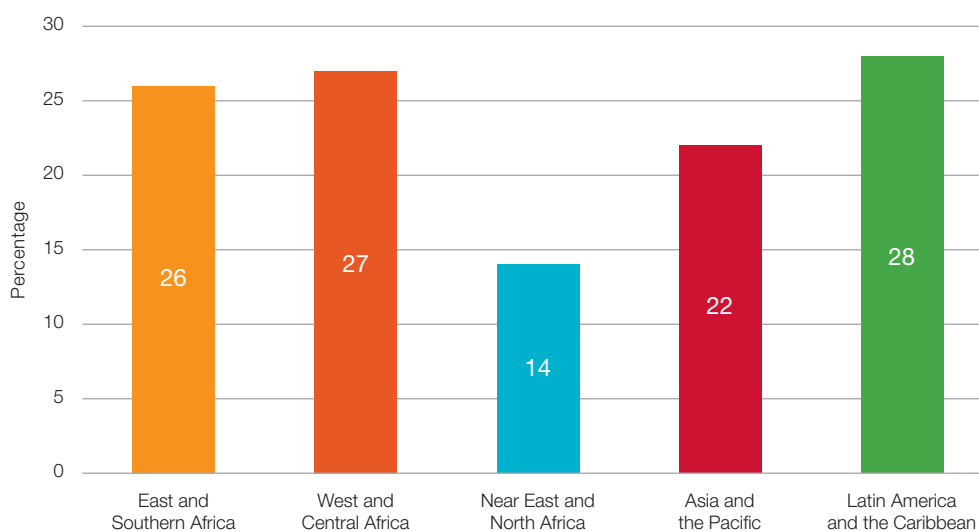


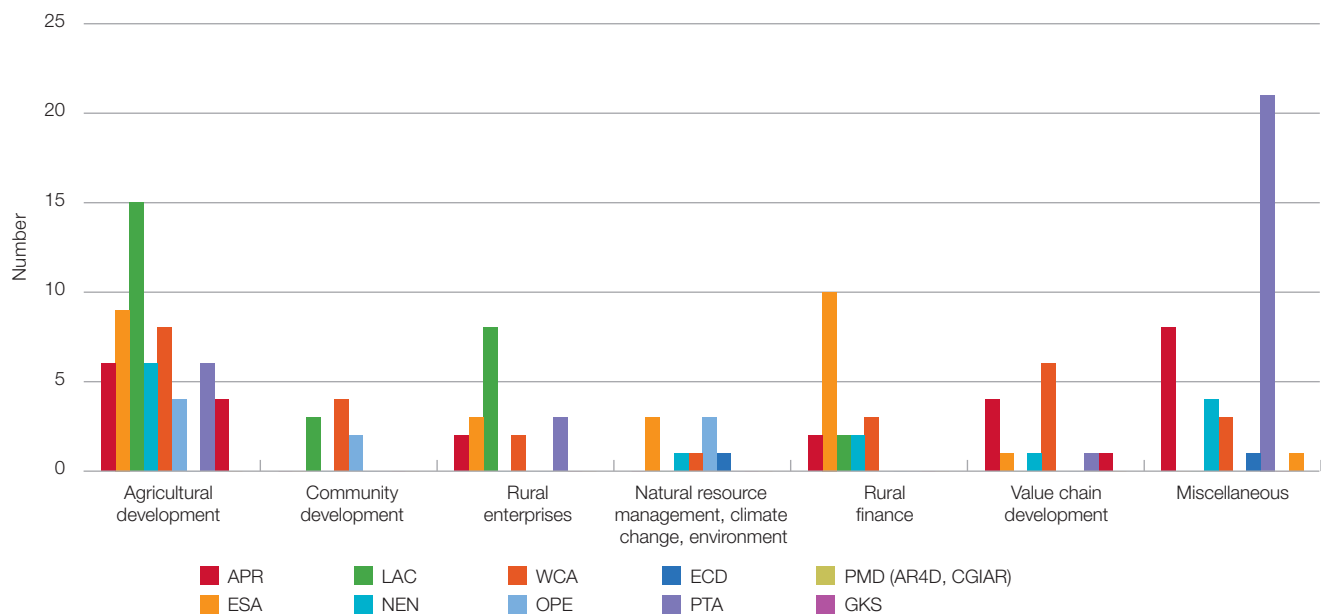


Figure 3 provides an overview of IFAD's SSTC activities (1996-2016) disaggregated by learning subject across divisions. The following six learning subjects were defined by IFAD under the 2014 stocktaking exercise:

- Agricultural development
- Community development
- Rural enterprises
- Natural resource management, climate change and the environment
- Rural finance
- Value chain development

The trends from the available data show that the most popular learning subject across all financial instruments and divisions is **agricultural development**, with only two exceptions: (i) East and Southern Africa (ESA) has most activities in rural finance; and (ii) the Environment and Climate Division (ECD) has most activities in natural resource management/climate change/environment. A more in-depth examination of the various learning subjects indicates that the rural enterprise-focused SSTC activities are largely based on technology-sharing and research when supported by loans, but on policy platforms when supported by regional grants.

Figure 3 • Number of SSTC activities per learning subject by division



## Highlights from IFAD's SSTC portfolio

Five drivers of success were identified through a review of documents on the activities as well as through interviews with IFAD's regional and departmental SSTC focal points: (i) addressing the new, pressing and salient issues of today; (ii) strengthening capacities, institutions and policies for enhanced livelihoods; (iii) designing and transferring advanced and tailor-made innovations to target specific gaps and challenges in partner countries, and sharing and building on earlier successes for new beneficiaries through the linking and sequencing of grants and loans; (iv) drawing on emerging expertise within the region to provide solutions; and (v) selecting strong partners and building effective partnerships.

**Addressing the new, pressing and salient issues of today.** In terms of thematic areas of focus, **climate change adaptation, resilience and environmental sustainability** are topping the priority list of both IFAD's and southern countries' SSTC agendas. Value chain development, market access for smallholder agribusiness, and cooperative development are topics of strategic importance for IFAD and, as such, areas of great attention for SSTC.

**Strengthening capacities, institutions and policies for enhanced livelihoods.** The case studies reviewed produced a series of outcomes on strengthening capacities, institutions and policies for enhanced livelihoods. For instance, a number of IFAD-funded SSTC activities have strengthened the capacity to shape policies through the facilitation of high-level policy platforms and events, including policy workshops and seminars, learning tours, and bilateral and multilateral exchanges. SSTC has also proven to be a useful policy instrument to promote and support technical cooperation among countries through implementation of regional policy frameworks, agreements and treaties.

**Transferring innovations and building on earlier successes.** One of the strengths of the IFAD SSTC operations is that they are mostly embedded in a medium- to long-term grant cycle at the country and regional levels, allowing the use of proven technical expertise and building on earlier successes. In the grant cycle, lessons learned provide critical information for successful integration of SSTC activities that address particular gaps, identified during the project design stage. The complementarity within the grant portfolio, and also between grants and loans, is a key driver of success of SSTC activities, since it seeks to maximize the development impact of the IFAD in-country portfolio, by providing concrete solutions to specific issues encountered in investment projects.

**Selecting strong partners and building effective partnerships.** In grant-funded projects, the quality of the grantee is a critical factor for the success for SSTC activities. Hence the selection process is guided by a long-standing cooperation and trust between IFAD and partners with successive grants. Fostering long-standing partnerships is therefore an effective way of building grantees' own capacities to fulfil their mandates as SSTC facilitators.

**Drawing on emerging expertise within regions to provide solutions.** Developing countries can share good practices and solutions that are highly relevant and adaptable to local economic and social conditions. As formal and informal peer linkages are built and strengthened between countries, trust and confidence also increase, laying the foundations for fruitful longer-term cooperation.

## Main lessons learned and opportunities for the future

One of the key lessons emerging from the case studies is that IFAD SSTC activities, implemented through its grants and loans, are often not categorized as such. As a result, SSTC activities are not planned at a higher level or designed at the activity level to have clear, relevant and results-oriented objectives. There is, therefore, scope for IFAD to be more strategic in how it defines SSTC and supports it within its business model. Efforts should be made to build a more structured approach to keeping better track of SSTC outcomes.

IFAD and its partners have developed and supported a variety of innovative mechanisms through which countries in the Global South have been able to generate and share knowledge around successful development experiences and practices. For instance, the **learning route** methodology has proven to be highly relevant, effective and efficient for SSTC delivery. Similarly, **the exchange platforms** and the **regional knowledge centres** are instruments that have moved away from top-down models of delivery of assistance, and have been based on mutually beneficial **partnerships of learning**, becoming central to IFAD's support to SSTC globally.

Moreover, solid partnership agreements between IFAD and implementing agencies play a defining role in the Fund's successful engagement in SSTC. Long-standing strategic partnerships with identified key partners are critical to ensuring impact and continuity of horizontal support and fully leveraging the power of SSTC.

As part of IFAD's plans to expand its role as SSTC facilitator, IFAD should consider the following opportunities for strengthening its delivery of SSTC.

- a. Moving forward, IFAD should start monitoring and reporting on SSTC activities at **the corporate level** in order to determine how the landscape of SSTC is changing within IFAD over the years. The Fund should therefore **formalize the reporting and tracking of SSTC activities in its loans and grants**. The SSTC tracking tool should be fully part of a global IFAD M&E system that also includes activities in other mainstreamed areas.
- b. Another challenge relates to the lack of **systematized linkages between IFAD loan-funded projects and SSTC grants** within the same country and at the regional level. There are ample opportunities to strategically enhance the mainstreaming of SSTC into country programmes, through **promoting a common IFAD understanding of SSTC** at the country level and **engaging IFAD country teams in SSTC grant steering committees and COSOP design**.
- c. IFAD should strengthen its brokering role by **building up a catalogue of rural development solutions and using the Rural Solutions Platform model to make them accessible**. This could also be possible through integrating SSTC into the IFAD knowledge management strategy, building for instance thematic networks with IFAD's partners from the Global South or analysing IFAD's and partners' portfolios at design to learn from others' experiences.

- d. **To scale up its SSTC experience and broaden the impact of its operations**, IFAD should systematize the creation of exchange platforms to all the regions it covers, so that countries and IFAD-investment projects can rely on South-South solutions. Regional electronic platforms, such as IFADAsia, which promote networking, knowledge exchange and communication within IFAD's regional network/community, could also be used as vehicles for scaling up SSTC.
- e. Finally, IFAD's ambition to deliver more and better SSTC activities can be raised by developing **new inclusive and innovative partnerships with the United Nations Rome-based agencies (RBAs), Member States, and others at the corporate and country levels**. IFAD could position itself as a **partnership builder** playing a strong role in rallying development partners around inclusive SSTC partnerships and strategic alliances, mobilizing resources and expertise.







# Section 1 • Introduction

## Background of SSTC

Over the last two decades, South-South Cooperation (SSC)<sup>1</sup> has gained increasing recognition as a broad framework for collaboration among countries of the Global South in a range of political, economic, social, cultural, environmental and technical domains. There is no universally accepted definition for SSC, although the United Nations High-level Committee on South-South Cooperation has defined it broadly as “a process whereby two or more developing countries pursue their individual and/or shared national capacity development objectives through exchanges of knowledge, skills, resources and technical know-how, and through regional and interregional collective actions, including partnerships involving governments, regional organizations, civil society, academia and the private sector, for their individual and/or mutual benefit within and across regions.”<sup>2</sup> International organizations have then chosen to accentuate different aspects of SSC in their work, adding also the aspect of triangular cooperation. South-South and triangular cooperation (SSTC) involves two or more countries of the Global South, in collaboration with a third party, typically a multilateral institution, a traditional resource partner or an emerging economy, facilitating SSC through the provision of technical or financial resources.<sup>3</sup> While, in the past, SSTC consisted primarily of the sharing of knowledge, technical skills, solutions and experts, the new SSTC scenario has moved to increased volumes of South-South trade, South-South flows of foreign direct investment, technology transfers and dialogue on regional policy coordination.

IFAD has played a significant role as **knowledge broker** through the years in its efforts to promote inclusive growth, economic and social revitalization and transformation of rural communities in countries of the South. Through lending and grant financing activities, IFAD has spearheaded efforts to identify, promote, transfer and encourage the uptake of proven rural development solutions, experiences, private-sector linkages and financial resources among rural poor people and other field-level rural actors. This has been achieved through building on the global reach of IFAD’s operations, its existing partnerships, networks and expanding in-country presence, its technical expertise in agricultural and rural development, as well as its capacity to advocate for smallholder agriculture through policy dialogue, both nationally and globally.

1 See *FAO’s South-South and Triangular Cooperation Strategy in Action, 2016*.

2 *Framework of Operational guidelines on United Nations Support to South-South and Triangular Cooperation*, High-level Committee on South-South Cooperation, Seventeenth session, New York, 22-25 May 2012.

3 *FAO’s South-South and Triangular Cooperation Strategy in Action, 2016*.

## The importance of SSTC for IFAD today

Today, SSTC plays a greater role than ever before in tackling rural poverty and food insecurity. The importance of SSTC in international efforts to enhance development effectiveness is firmly embedded in the **2030 Agenda** for Sustainable Development, the implementation of which requires more innovation, new partnerships, enhanced knowledge-sharing and scaling up of proven approaches.<sup>4</sup> SSTC has also been emphasized in the **Sendai Framework for Disaster Risk Reduction**, the **Addis Ababa Action Agenda**, the **Paris Agreement** on climate change and the **Agenda for Humanity**.<sup>5</sup>

SSTC reflects the growing interest of countries of the South in strengthening their relations with each other, by sharing their knowledge, technology and expertise, enhancing trade and investments, and learning from each other's experience. As a development cooperation modality, SSTC is particularly suitable for agricultural and rural development and youth employment. Innovations and solutions developed in the South can be adapted in other developing countries more easily and appropriately than those designed in the North and for the North.

IFAD, as both a specialized United Nations agency and an international financial institution, builds its strength and competence not only from its own operations, but also from the knowledge and experience of its members. Valuing the latter, and promoting exchange of best practices, lessons learned and conducive policies, especially among developing countries, is at the core of IFAD's approach to best serve the needs and demands of its Member States.

Despite worldwide market volatility, South-South foreign direct investment is increasing. Home-grown technological solutions are rapidly advancing in emerging economies and other developing countries, creating unprecedented opportunities for SSC. Meanwhile, global demand for effective tested and proven southern development solutions is at an all-time high. This demand is fuelled by developing countries' national policies that give increased attention to inclusive economic growth and environmental sustainability, requiring agricultural knowledge and solutions that are tailored to their priorities and circumstances.

To meet those demands and match commitments with actions, IFAD – as part of the international donor community – is called upon to **seize new opportunities to boost cooperation among developing countries to deliver** on its mandate of enabling inclusive and sustainable transformation in rural areas. IFAD recognizes that SSTC has a critical role to play in agriculture and rural development, unlocking opportunities to exchange diverse experiences and lessons, and providing solutions to pressing development challenges, where and when they are most needed. For IFAD, the knowledge, resources and technology transferred through SSTC initiatives are crucial for enhancing the effectiveness of its investments. IFAD is therefore moving into a more structured approach in designing its SSTC interventions, which will ultimately help focus on demand rather than supply, strengthen results orientation and deepen learning about what works, and what does not, in supporting and facilitating South-South knowledge-sharing.

4 IFAD, *South-South and Triangular Cooperation Changing Lives through Partnerships*. 2016.

5 Secretary-General Ban Ki Moon's Message for the United Nations Day for South-South Cooperation, 12 September 2016.

Moreover, exchanging knowledge on best practices and lessons from IFAD's interventions through SSTC initiatives is also crucial to the Fund's scaling up agenda. Such initiatives, including exchange visits, study tours and other forms of learning and technology transfer, can be further embedded in the original design or approved annual programmes of work of many projects under IFAD's portfolio. To date, this demand-driven, region-led and knowledge-centric approach has allowed each IFAD regional division to design, deliver and coordinate its SSTC activities according to the needs of the client, serving as the foundation of IFAD's flexible, diversified and decentralized approach to SSTC.

## IFAD's SSTC strategy

South-South and triangular cooperation, as an explicit IFAD corporate agenda item, first appeared during the consultation process for IFAD's Eighth Replenishment cycle (IFAD8), in response to Member State demand. It remained high on the agenda in the subsequent replenishment consultation, with concrete commitments made in the 2011 document *South-South Cooperation in IFAD's Business Model*, prepared in 2011. The document noted the need to mainstream SSTC in the Fund's activities and defined its approach to SSTC as being decentralized, flexible and diversified with a focus on knowledge transfer for pro-poor rural development.

The 2016 document *IFAD's Approach to South-South and Triangular Cooperation (SSTC)*<sup>6</sup> is ultimately the strategic reference document for SSTC. SSTC activities – as stipulated by this paper – are anchored in the Strategic Framework 2016-2025, which notes that “IFAD plans to strengthen its comparative advantage and expand its work in this area [SSTC], in terms of both knowledge-based cooperation and investment promotion, seeing it as an integral part of its business model and of its country programming process.”<sup>7</sup> SSTC, therefore, entails a range of complementary and coordinated activities and actions that include exchanges of knowledge, skills, resources and technical know-how on smallholder agriculture and rural development, including innovative and tested solutions from IFAD-supported operations.

IFAD's corporate strategy for SSTC focuses on two specific SSTC objectives:<sup>8</sup> (i) to share relevant rural development solutions and knowledge, and promote investments among developing countries; and (ii) to establish and support partnerships and other forms of collaboration for improved rural livelihoods. These SSTC objectives support the Fund's achievement of its three closely interlinked and mutually reinforcing strategic objectives (SOs) under the current Strategic Framework 2015-2026: SO1 – increase poor rural people's productive capacities; SO2 – increase poor rural people's benefits from market participation; and SO3 – strengthen the environmental sustainability and climate resilience of poor rural people's economic activities.

6 *IFAD's Approach to South-South and Triangular Cooperation* (EB 2016/119/R.6), Rome, 14-15 December 2016.

7 *IFAD Strategic Framework 2016-2025. Enabling inclusive and sustainable rural transformation*, 2016.

8 *IFAD's Approach to South-South and Triangular Cooperation* (EB 2016/119/R.6), Rome, 14-15 December 2016.

While IFAD supports middle-income countries in sharing their knowledge with low-income countries (LICs), it also facilitates the exchange of experience, technology and lessons among LICs, given the similarity of their policy and institutional environments. As such, it sees its role as **knowledge broker** and **promoter** of cost-effective rural development solutions, expanding knowledge-based cooperation and enhancing investment promotion.<sup>9</sup> As stipulated in its *Approach to South-South and Triangular Cooperation*, the range of IFAD's SSTC activities are to contribute to two broad domains: (i) technical cooperation; and (ii) investment promotion. In the area of **technical cooperation**, the Fund is seeking to consolidate its position as a leading agency supporting peer-to-peer learning in rural development, through replicating and expanding good experiences in IFAD's grant and lending portfolio, as well as by building new mechanisms and partnerships. In the area of **investment promotion**, IFAD (as an international financing institution) is particularly well-positioned to strengthen, create and leverage opportunities for promoting the flow of financial resources between developing countries, using its own funding, while also leveraging additional resources to further expand the potential of SSTC activities. IFAD can scale up a range of financing instruments (e.g. finance facilitation or business-to-business cooperation) across regions to promote different kinds of cross-border investment between developing countries.<sup>10</sup> This can include, for example, strengthening its efforts in identifying cofinancing from developing countries for specific IFAD-funded project activities, resource mobilization in the form of supplementary funds from List B and C countries dedicated to SSTC, and facilitating business-to-business linkages.

## Embedding SSTC into IFAD's business model and institutional structure

SSTC has become a key implementation modality of IFAD's operating model, which is built on sharing knowledge, resources and technology. It complements other existing tools and instruments for pursuing the Fund's mission of enabling poor rural people to overcome poverty. IFAD's support to SSTC activities happens at multiple levels of engagement: (i) integrating SSTC in project design and implementation; (ii) incorporating SSTC into both intraregional and interregional initiatives; (iii) promoting direct knowledge exchange through grant-funded programmes; (iv) facilitating technology transfer and mobilizing expertise; and (v) strengthening partnership building and resource mobilization.

A large number of SSTC activities happen at the project level, as they are embedded in loan projects. In the past, an account of such activities was not systematically kept, though looking into IFAD's country/regional/global grants,<sup>11</sup> which have been instrumental in funding IFAD-led SSTC initiatives, can be useful. SSTC activities under these grants were mostly field visits and events, such as conferences/workshops. Policy dialogue was also an important element in some grants, mainly at the country level (but also at the regional level

<sup>9</sup> *IFAD Strategic Framework 2016-2025: Enabling inclusive and sustainable rural transformation.*

<sup>10</sup> *IFAD Tailoring Operations to Country Context – A holistic approach.* April 2017.

<sup>11</sup> For example farmer-to-farmer support, or exchanges between practitioners and government staff/policymakers around rural development solutions and policy influence.

in some instances), based on knowledge-sharing and peer-to-peer learning. The experience to date shows that SSTC initiatives – especially under loan-financed projects – need to be better linked to programmatic and strategic interventions, geared towards the fulfilment of country programme and project objectives. This is why IFAD has now committed to mainstreaming SSTC in at least 50 per cent of its new country strategic opportunities programmes (COSOPs). Opportunities for sharing knowledge and learning from/with other southern actors are also expected to be better reflected in COSOPs under the new strategy.

IFAD is now formulating a new **business model for the Eleventh Replenishment of IFAD's Resources**<sup>12</sup> (IFAD11) and beyond, which focuses on enhancing resource mobilization, allocation and utilization, and agility of project implementation. According to this model, SSTC is part of IFAD's holistic approach to sustainable and inclusive rural transformation. The model promotes IFAD's role as a knowledge broker to foster partnership among key stakeholders, facilitate technology transfer, and promote investments in the Global South. Innovations and solutions developed in the South and for the South have higher adaptability and are proven to be cost-effective; therefore they maximize the impact of each dollar invested to improve the lives of rural people. Increasing investment in SSTC initiatives will spread the most successful and appropriate innovations, benefiting the rural people and delivering results on the ground. Hence, mainstreaming SSTC and integrating it into IFAD's operational activities echoes the essence of the new business model and contributes to the success of IFAD11 and the implementation of the 2030 Agenda.

Mainstreaming SSTC operations in all aspects of IFAD's portfolio has also required a redefinition of the Fund's institutional architecture, which now sees SSTC activities being coordinated through the efforts of several departments and divisions. The Strategy and Knowledge Department (SKD) supports the Programme Management Department (PMD) in their work of managing SSTC activities and in coordinating the overall consistency of activities. Moreover, SKD provides leadership on SSTC in terms of knowledge generation and dissemination. Other IFAD divisions are involved in the SSTC efforts: the Office of Partnership and Resource Mobilization (PRM) manages partnerships with key international actors and is therefore crucial for SSTC; the Communications Division (COM) also plays a very important role in communicating and disseminating SSTC stories and activities through the various channels it maintains (e.g. social media, website, publications, etc.).

12 The Agreement Establishing IFAD determined that the availability of its resources is to be reviewed periodically by the Governing Council, in order to assure continuity in the Fund's operations. If the Governing Council, as a result of such a review, deems it necessary or desirable, it invites Members to make additional contributions to the resources of the Fund. This process is usually undertaken every three years through a year-long consultation which has three objectives. First, and foremost, it is the process by which IFAD mobilizes its core resources. Second, it is an exercise in accountability by which IFAD reports to its Member States on its strategy, reform and performance. Last, it provides an opportunity for feedback and strategic guidance from Member States. This the process concludes with a report outlining the commitments that IFAD has agreed to undertake, along with the pledges of contributions from Member States. The report and a recommendation for its adoption are submitted to the Governing Council for approval.



## IFAD commitments to SSTC

By implementing its new SSTC strategy and by piloting new instruments and partnerships in the areas of technical cooperation and investment promotion, IFAD has committed to raising its level of ambition for harnessing SSTC as an instrument for improving the livelihoods of rural people and their organizations.

Specifically, in the context of IFAD10 Replenishment consultations, the Fund made a number of concrete commitments to enhancing SSTC. First, as previously mentioned, IFAD is committed to strengthening corporate-wide synergies and refining its institutional architecture to reinforce the internal coordination mechanism of SSTC activities. Second, IFAD would further mainstream SSTC in programme design and implementation, strengthening existing systems for monitoring, assessing and reporting on the performance of SSTC. To this end, IFAD would ensure that 50 per cent of all results-based COSOPs (RB-COSOPs) include an approach for SSTC. Third, the Fund would create mechanisms to catalogue experiences and knowledge in SSTC, shared through a platform of rural development solutions, and broker new public and private partnerships. Fourth, IFAD would leverage corporate decentralization to expand SSTC mainstreaming to country offices and sub-regional hubs. Last, in addition to continuing to fund SSTC activities through established channels, IFAD would seek to establish a fund/facility to enable the scaling up of SSTC activities.

These commitments constitute a path for reasserting IFAD as a champion of SSTC in the rural development space. During the IFAD10 period, the Fund has drawn upon a contribution of US\$5 million, pledged by the Government of the People's Republic of China for promoting South-South Cooperation. This funding will be leveraged to attract additional financing (from IFAD as well as from other sources) for catalysing SSTC activities in several regions<sup>13</sup> to establish the SSTC fund/facility.

In April 2017, the new President of IFAD, Gilbert F. Houngbo, established three task teams, each working on developing a vision and a concrete action plan in three new priority areas to guide the Fund in carrying out its activities. These priority areas are: (i) youth and rural employment; (ii) rural finance and the private sector; and (iii) SSTC. In this regard, SSTC has been identified as a **privileged implementation modality** to drive youth-led inclusive rural transformation, and as a tool to boost private-sector investment. Following this decision, therefore, SSTC will be raised to an even higher level of prominence under **IFAD 11**.

Furthermore, IFAD recognizes the centrality of ICTs for promoting sustainable and inclusive rural transformation in developing countries, and has included them in its Strategic Framework 2016-2025 by underlining, inter alia, that expanding the uptake of new ICTs will be a priority. Significant progress has been made in the past 20 years in ICTs,

<sup>13</sup> *IFAD's Approach to South-South and Triangular Cooperation* (EB 2016/119/R.6), Rome, 14-15 December 2016.

which are increasingly utilized as tools for promoting sustainable economic and social development in developing countries. Moreover, their role has been clearly recognized by the international community in adopting, in September 2015, the Agenda 2030 and the accompanying Sustainable Development Goals (SDGs).

ICTs also play a critical role in fostering food and nutritional security, and promoting rural and agricultural development more broadly. Several projects around the world – including IFAD-supported projects – have demonstrated the role of ICTs in, for example, enhancing production and productivity, lowering operating costs, facilitating access to markets, information, credit and capacity-building. In fact, over the last decades we have seen the socio-economic benefits of, for example, mobile telephony on the lives of many poor rural people. Against this backdrop, SSTC is seen as a means through which IFAD can support the surfacing, implementation and dissemination of ICTs to and from developing countries. In fact, ICT for Development (ICT4D) has been highlighted as an area of priority by several Member States during the ongoing IFAD11 replenishment consultations, and it is also a central theme of the G20 agriculture track in 2017 under the German Presidency.

## The SSTC Facility

One of IFAD's key commitments is to establish an SSTC Facility in 2018, which will allow the Fund to further strengthen its engagement in SSTC as part of its holistic business model to promote sustainable and inclusive rural transformation. The facility will be implemented through the establishment of a dedicated organizational unit within IFAD that drives, coordinates, supports, expands, monitors and analyses the Fund's SSTC activities, both at headquarters and in the field. The facility will pursue the overarching goal of mobilizing knowledge, expertise and resources from the Global South to accelerate rural poverty reduction, enhance rural productivity, advance rural transformation and promote investments between developing countries.

The facility will be devoted exclusively to smallholder agriculture and rural development, with specific attention to rural youth employment in developing countries. Where necessary and appropriate, it may establish additional partnerships with development partners from the North, as well as alliances with the private sector and civil society.

The facility itself will not have a resource mobilization function, but the organizational unit in charge of its management will include an SSTC fund. Many of its functions will require the close cooperation of the Fund's geographical divisions and field offices in the Programme Management Department. The facility itself will provide these units with the necessary knowledge, information, data and tools related to South-South Cooperation.

## SSTC and rural youth employment

Today's world population includes 1.2 billion young women and men aged between 15 and 24. It is estimated that youth in sub-Saharan Africa will grow from 150 million in 2010 to 350 million in 2035. Notwithstanding regional variations, 55 per cent of youth in developing countries live in rural areas, and are two to three times more likely than adults to be unemployed, lacking access to basic rights, including land, water, finance and markets. Despite such pressing challenges, in many developing countries, young farmers are already emerging as effective agents of change, including through diversifying agricultural production, adopting new technologies and ICT solutions, entering remunerative value chains.

Over the last 10 years, IFAD has significantly increased its focus on youth-sensitive interventions through its community-based, flexible and demand-driven approach. While notable progress has been achieved, the time has come for a more decisive leap forward to ensure that IFAD becomes a leader in fostering youth-led rural transformation and empowering rural youth to become competitive agricultural entrepreneurs.

During IFAD11, the Fund will significantly step up its efforts to mainstream youth employment across its portfolio. Within this commitment, SSTC can be capitalized as a clear mechanism to better respond to the challenges of rural youth employment, a modality for capacity-building of rural youth entrepreneurship and for exchange of best practices on youth-sensitive initiatives. Moreover, SSTC can play an important role as a mechanism to better respond to the challenges of rural youth unemployment, and therefore become one of the Fund's preferred implementation modalities to deliver its rural youth employment and entrepreneurship agenda.

## SSTC and private-sector investment

IFAD has widely recognized the importance of working with the private sector, and how it plays a central role for smallholder agriculture and rural development by offering opportunities for the creation of employment and wealth in rural areas. The Fund has in fact strengthened, over the years, its partnerships with the private sector. Through its portfolio, IFAD has developed a number of financial instruments and mechanisms to reduce risks and transaction costs and offer innovative solutions to help smallholder farmers and rural entrepreneurs to have a stronger voice.

Notwithstanding IFAD's advancement in pursuing partnerships with the private sector, which can be a critical ally in the efforts to promote pro-poor development and better livelihoods and incomes for the rural poor, as mentioned *IFAD's Private-Sector Development and Partnership Strategy (2005)*,<sup>14</sup> the Fund is committing to promote, in its "brokering" role, a better use of public funds to leverage private investments in rural areas.

14 [www.ifad.org/documents/10180/17c7d7d2-6cc3-4d6f-bc0c-784940bf4fbc](http://www.ifad.org/documents/10180/17c7d7d2-6cc3-4d6f-bc0c-784940bf4fbc)

Among the activities that IFAD has been pursuing, the Fund has established a new private-sector financing instrument – the Smallholder and SME Investment Finance fund (SIF) – aimed at facilitating the medium- to longer-term financing of agrifood SMEs and producers' organizations, and particularly young entrepreneurs, through debt and equity investments.

SSTC can play a big role in furthering private-sector engagement within IFAD operations. While advocacy is certainly a key means through which the Fund can engage and align with various stakeholders on this agenda, the strong focus on SSTC will enable it to compile, share and adapt financial and commercial solutions, and possibly broker new investment deals.

Recognized by the Fund as a corporate priority, SSTC activities are based on partnership building with various stakeholders, including the private sector. IFAD is committed to promoting a greater role for the private sector in supporting the sustainable agriculture and agrifood sectors, with a particular focus on generating employment opportunities for rural youth.





Depósito

Bar

**GRUPO DE ARTESANATO DO BRAR**  
A MUDANÇA PASSA POR NOSSAS MÃOS  
RIBEIRA DO AMPARO-BA

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# Section 2 • Objectives and methodology

## Objectives

This publication aims to: (i) systematize and document IFAD's activities, experience and lessons on SSTC; and (ii) generate insights for the design and implementation of future SSTC activities by IFAD and other development partners.

## Scope and methodology

The preparation of this publication involved a review of key IFAD documents; the preparation of a Concept Note; an examination, validation and analysis of IFAD's SSTC data; the selection of 12 case studies; and the preparation of a comprehensive desk-based analysis of these case studies.

- i. **Review key IFAD documents** related to SSTC to understand the objectives and how they align with IFAD's 2016-2025 Strategic Framework, namely: (i) IFAD's Approach to South-South and Triangular Cooperation (EB 2016/119/R.6); and (ii) Mainstreaming South-South and triangular cooperation (SSTC) in IFAD-funded operations.<sup>15</sup>
- ii. **Preparation of the Concept Note**, including the short and long list of selected case studies, the focus areas of the report and the proposed outline (see annex I).
- iii. **Examination, validation and analysis** of the portfolio data of IFAD-supported SSTC activities covering the period 2009-2016. A dataset, initially compiled by SKD for the IFAD9 stocktaking exercise<sup>16</sup> was updated and complemented with additional data<sup>17</sup> on activities that took place (or were planned) between 2008 and 2016. These activities were validated by the SSTC focal points in each of IFAD's regional and policy divisions, taking into consideration the definition of SSTC provided by the United Nations Office of South-South Cooperation (UNOSSC). The analysis of the compiled data is presented in section 3 of this report.
- iv. **Selection of case studies:** Further to a desk review and consultations with IFAD SSTC divisional focal points, a long list of possible case studies was compiled. Of the long list, 12 were selected and endorsed by all concerned IFAD divisions. The selection was based on the following criteria: (i) representation of the different five regions in which IFAD operates; (ii) a mix of both grant-funded and loan-funded activities; (iii) representation of SSTC activities in particular thematic areas, e.g. climate, Agriculture Research for Development (AR4D) and gender; (iv) consideration of case studies that reflect IFAD's corporate SSTC; (v) activities

15 IFAD. *Mainstreaming South-South and Triangular Cooperation (SSTC) in IFAD-Funded Operations*. Desk Review Report. 15 October 2014.

16 IFAD. *Mainstreaming South-South and Triangular Cooperation (SSTC) in IFAD-Funded Operations*. Desk Review Report. 15 October 2014.

17 These data were received January-May 2017.

that have undergone some implementation, though still relatively recent; and (vi) activities that illustrate IFAD's role as broker in exchanges that involve innovations at the technical/research and policy levels.

- v. **Design of case study template.** To ensure the desired focus on key issues of interest, and minimal standardization of the information provided by each case study, the drafting team designed a case-study template. The aim of each case study was to: (i) briefly describe the SSTC activity (grant or loan) and how it fits into IFAD's Strategic Framework; (ii) explain how the activity reflected each of the five identified "key drivers of success" of IFAD's SSTC portfolio (see page 28, *Report structure*); and (iii) provide information on the opportunities, challenges and lessons in embedding SSTC as part of IFAD's holistic business model for enhanced rural transformation.
- vi. **Desk-based review and analysis of 12 selected case studies.** The case studies were drafted by a number of different contributors drawing initially on the documents, including design documents, briefs, reviews, completion reports (where applicable), previously written summaries and available communication materials. In some cases, given the dearth of information, additional documents were solicited from IFAD staff and their counterparts. A number of interviews (by phone or email) were also carried out for some case studies, involving regional/thematic Focal Points and knowledgeable staff in IFAD HQ, as well as country-based IFAD teams and grant recipients. This provided further inputs and a better understanding of some issues of the SSTC initiatives that were not fully documented. Highlights of the case studies are included in section 4 of this report, and the full case study papers are provided as annexes.

## Limitations

The methodological limitations faced when conducting this study relate to three broader challenges in IFAD's corporate management of SSTC activities.

- i. The absence of a clear definition of the elements constituting SSTC in the IFAD context. As IFAD's definition of SSTC has been kept quite general, the criteria for identifying relevant activities to include in the database were unclear. Some activities proposed may not have been categorized as SSTC by some measures, while others that would count as SSTC may not have been included. For the data analysis in particular, IFAD's SSTC focal points may not be familiar with all of the activities, implying a margin of error with respect to what was retained in the updated dataset and what was removed. In the absence of an official definition of SSTC, the analysis in this publication has relied on projects and activities identified by colleagues of the Programme Management Department, using criteria making the various activities comparable, agreed upon at the onset of the content development process.
- ii. The lack of formalized systems for project-level tracking of activities, outcomes and impacts of SSTC initiatives. This was especially true in cases where SSTC initiatives were part of a larger loan, but it was also found to be a challenge in distinct SSTC-specific grants. This may have hindered the ability of the present

report to provide an in-depth account of the quality of IFAD's SSTC initiatives, and to discuss the results obtained, in some cases resulting in the case studies becoming more descriptive than analytical. All efforts were made, together with the colleagues in the Programme Management Department, to ensure that the analysis of the case studies could be backed by concrete results and outcomes. Where monitoring and evaluation tools were not available, the analysis relied on the narrative and analysis provided by the respective project leads.

- iii. The absence of explicit SSTC indicators in IFAD's corporate management information systems and consequent weak internal reporting on SSTC-specific processes and results. Implicit in this were difficulties in:
- **finding data for select comparable variables** within the existing database (e.g. learning subject, etc.); some variables – such as SSTC references made in COSOPs, or country solution seekers/solution providers – have not been consistently recorded across activities and could therefore not be included in the data analysis.
  - **establishing the exact implementation** period of each SSTC activity, within the reviewed grants and loans; in order to provide a consistent (albeit not fully accurate) date measure, the analysis therefore considered the loan/grant Approval Date, which is often prior to the start of the SSTC activity, and in some cases prior to 2008.

These challenges, faced by IFAD in delivering SSTC as part of its business model, are addressed in more detail in the final section of this report, together with some identified opportunities for improvement.

## Report structure

Following an introduction to SSTC in the IFAD context (**section 1**) and the study methodology (**this section**), **section 3** covers trends in IFAD's SSTC operations, with data presented by funding instrument (loans and grants), thematic area and region.

**Section 4** presents the highlights from IFAD's SSTC portfolio – drawing on the conclusions from the 12 case studies – and discusses the drivers of success seen in IFAD's role as SSTC facilitator. The discussion is organized around five identified "key drivers of success": (i) addressing the new, pressing and salient issues of today, e.g. climate change, resilience, regional trade integration and biotechnology; (ii) strengthening capacities, institutions and policies for enhanced livelihoods; (iii) designing and transferring advanced and tailor-made innovations to target specific gaps and challenges in partner countries, and sharing and building on earlier successes for new beneficiaries through the linking and sequencing of grants and loans; (iv) drawing on emerging expertise within regions to provide solutions; and (v) selecting strong partners and building effective partnerships.

Finally, **section 5** presents a synthesis of key lessons that have emerged from the case studies and the trends in IFAD's SSTC operations, and discusses some identified challenges and opportunities for strengthening IFAD's delivery of SSTC as part of its business model.







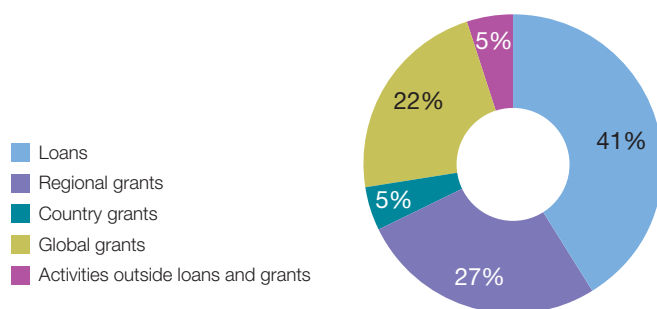
## Section 3 • Trends in IFAD's SSTC operations

This section draws on an updated database of IFAD's SSTC activities. The new data added was sourced from across IFAD between January and May 2017<sup>18</sup> and relate to SSTC activities that were planned or ongoing in the period from 1996 to 2016. The detailed data for individual SSTC activities can be found in the updated database (see *Additional Graphs on IFAD SSTC Activities, Annex II*), while overall summary findings are described below for select comparable variables.

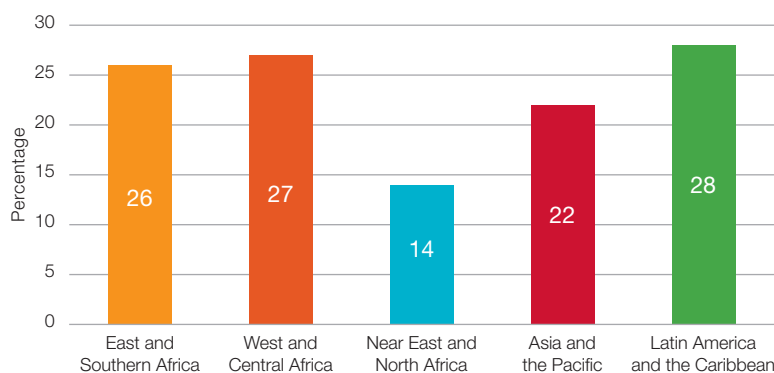
### Distribution of SSTC activities

In the period 1996-2016, IFAD funded a total of 165 SSTC initiatives. *Figure 1* shows a breakdown of these activities by financial instrument, highlighting that the largest share (49 per cent) were funded by grants (global and regional), followed by 41 per cent funded by loans. Only 5 per cent of all SSTC activities were country grant funded, while the remaining 5 per cent were funded outside of loans and grants (e.g. IFAD administration, regular programme finances, etc.).

**Figure 1 • Distribution of activities by financial instrument**



**Figure 2 • Distribution of SSTC activities by regional division**



<sup>18</sup> IFAD's original database was updated with additional data on SSTC activities. These activities were validated by the SSTC focal points in each of IFAD's regional and policy divisions, taking into consideration the definition of SSTC provided by the United Nations Office of South-South Cooperation (UNOSSC).



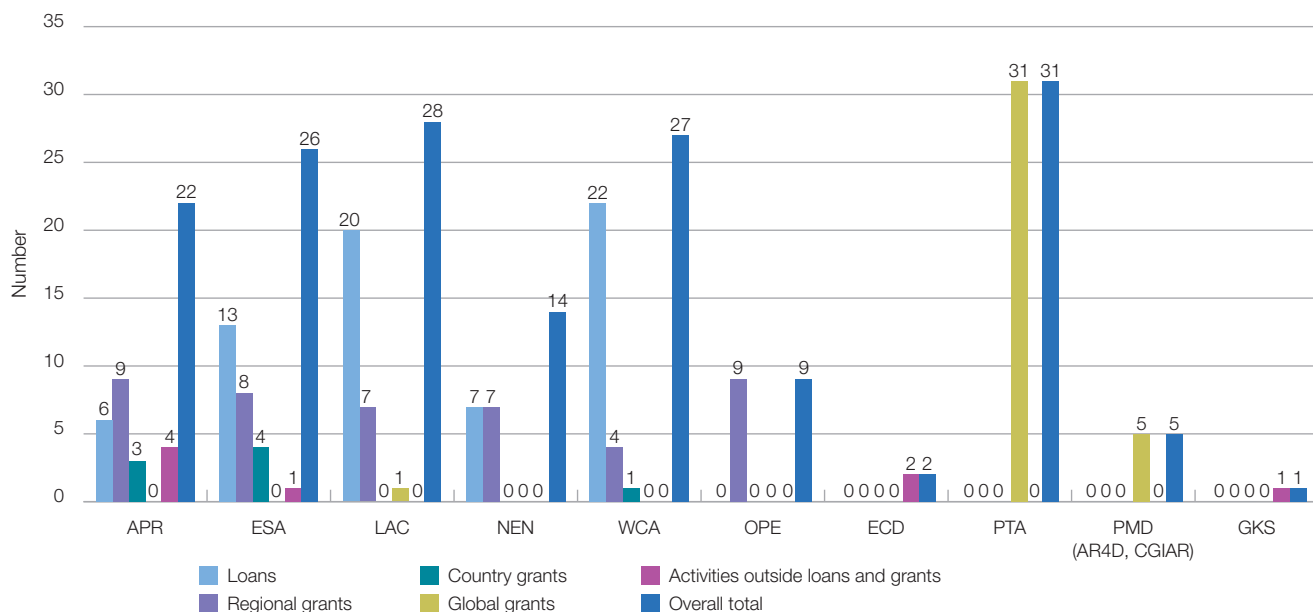
**Box 1 • Prioritizing SSTC: Examples from IFAD's Near East, North Africa and Europe Division (NEN)**

Being a diverse region that encompasses many subregions (North Africa, the Middle East, part of the Horn of Africa, Eastern Europe and Central Asia), NEN presents a fertile ground for South-South exchanges. This is resulting in new commitments to implement SSTC activities in some of their upcoming projects. In September 2016, IFAD's Executive Board approved the new strategy for engagement with Turkey. The results-based country strategic opportunities programme, or RB-COSOP, covers the period 2016-2021. The RB-COSOP for Turkey includes a dedicated section on SSTC (one of the sections to be included in partnership documents after the approval of the new RB-COSOP guidelines in March 2016), building on the current successful partnership combining Turkey's experience in developing agriculture, livestock and forestry with IFAD's experience on issues of pro-poor targeting and women's empowerment. Future SSTC operations will likely revolve around agricultural productivity, farmers' organizations, and natural resource management (NRM) and access to markets.

**Number of SSTC activities by regional divisions fairly equal**

When looking across regional divisions (*Figure 2*), the number of SSTC activities supported by each geographic region over the period 1996-2016 (with the exception of NEN) is fairly equal, averaging about 26. It should be noted that some activities listed in regional divisions may have cross-regional aspects, but have been listed in one region in order to avoid double counting. NEN only supported a total of 14 SSTC activities, not due to the size or the region or overall portfolio, but rather due to the approach taken by the division to cull their listed activities. Using the guidelines provided to all divisions, NEN applied restrictive criteria with respect to ensuring that listed SSTC activities were of significant scale and size (not one-off events). They removed any suspended projects (e.g. in Syria and Yemen) as well as all projects that did not include activities, originally devised as entirely dedicated to SSTC. Discussions with the NEN focal points clarified that the division has devoted increased attention to including opportunities for knowledge and experience exchange in their operations in the Near East and North Africa (NENA), Eastern Europe

**Figure 3 • Number of divisional SSTC activities by financial instrument**



and Central Asia. This has been occurring in spite of the fact that 10 NEN countries (out of a total 23) are currently classified as fragile states, some of them affected by armed conflict (e.g. Iraq, Syria, Yemen and Somalia).

### SSTC activities by regional divisions mainly funded through the loan instrument

When considering *Figure 3*, it is clear that the majority of activities within regional divisions are funded through loans, with only a few instances of country grants or activities outside the traditional funding instruments. One exception to this is Asia and the Pacific Division (APR), which supports more SSTC activities through regional grants than through loans. Communication with the regional focal points suggested that this may be explained by the division's decision **not** to list small-size knowledge events and products (such as newsletters, etc.) within loans as SSTC activities. Instead, data vetting by the APR focal points provided a list of case-study worthy examples, most of which were supported through regional grants.

## Learning subjects

*Figure 4* provides an overview of IFAD's SSTC activities (1996-2016) disaggregated by learning subject across divisions. The following six learning subjects were defined by IFAD under the 2014 stocktaking exercise:<sup>19</sup>

- Agricultural development
- Community development
- Rural enterprises
- Natural resource management, climate change and the environment
- Rural finance
- Value chain development

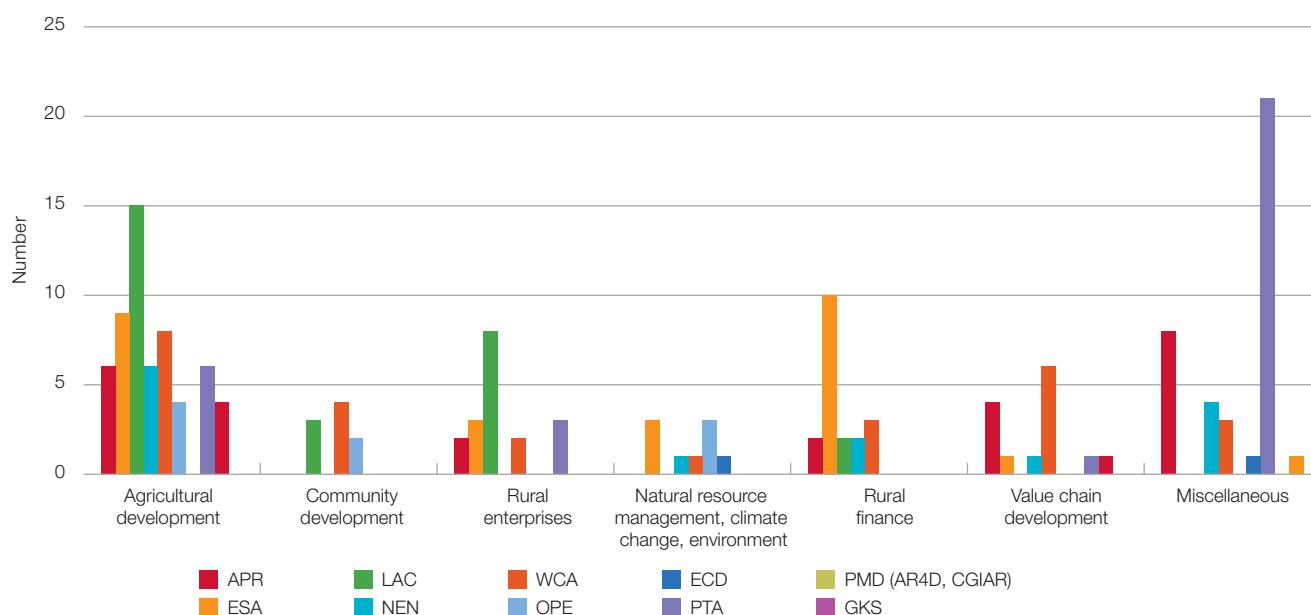
As evidenced in *Figure 4*, it is important to note that the analysis of SSTC activities by learning subject is severely limited by data gaps. The gaps (including "miscellaneous"<sup>20</sup> and "other" categories) relate to the large number of SSTC activities under global grants, managed by IFAD's Policy and Technical Advisory Division (PTA). The picture – as presented here – is incomplete and probably does little justice to the realities on the ground. Nevertheless, this is the best representation available now, until IFAD's tracking system of SSTC improves, which may very likely change the trends noted here.

Keeping this limitation in mind, the trends from the available data show that the most popular learning subject across all financial instruments and divisions is **agricultural development**, with only two exceptions: (i) the East and Southern Africa Division (ESA) has most activities in rural finance; and (ii) the Environment and Climate Division has most activities in natural resource management/climate change/environment – the latter fitting with the division's technical area of competence. Three learning subjects have very apparent leaders: rural finance, led by ESA; rural enterprises, led by the Latin America and the Caribbean Division (LAC); and value chain development, led by the West and Central Africa Division (WCA).

<sup>19</sup> IFAD. *Mainstreaming South-South and Triangular Cooperation (SSTC) in IFAD-Funded Operations*. Desk Review Report. 15 October 2014.

<sup>20</sup> Miscellaneous activities are those that could not be classified in other categories given that such activities were not historically tracked.

**Figure 4 • Number of SSTC activities per learning subject by division**



A more in-depth examination of the various learning subjects indicates that the rural-enterprise-focused SSTC activities are largely based on technology sharing and research when supported by loans, but on policy platforms when supported by regional grants. This also holds for the rural finance activities led by ESA, where the loan-supported activities are almost entirely exchange visits and peer-to-peer sharing. Meanwhile, value chain development activities focused mostly on peer-to-peer exchanges, regardless of funding instrument used.

Further analysis along these lines may be useful in eliciting how different funding instruments and learning subjects lend themselves (and become more popular) to particular methods of SSTC exchange. More insights into this may help guide IFAD to better tailor activities to each context, based on demand and preferred exchange method.

### Increasing interest in SSTC activities from 2011

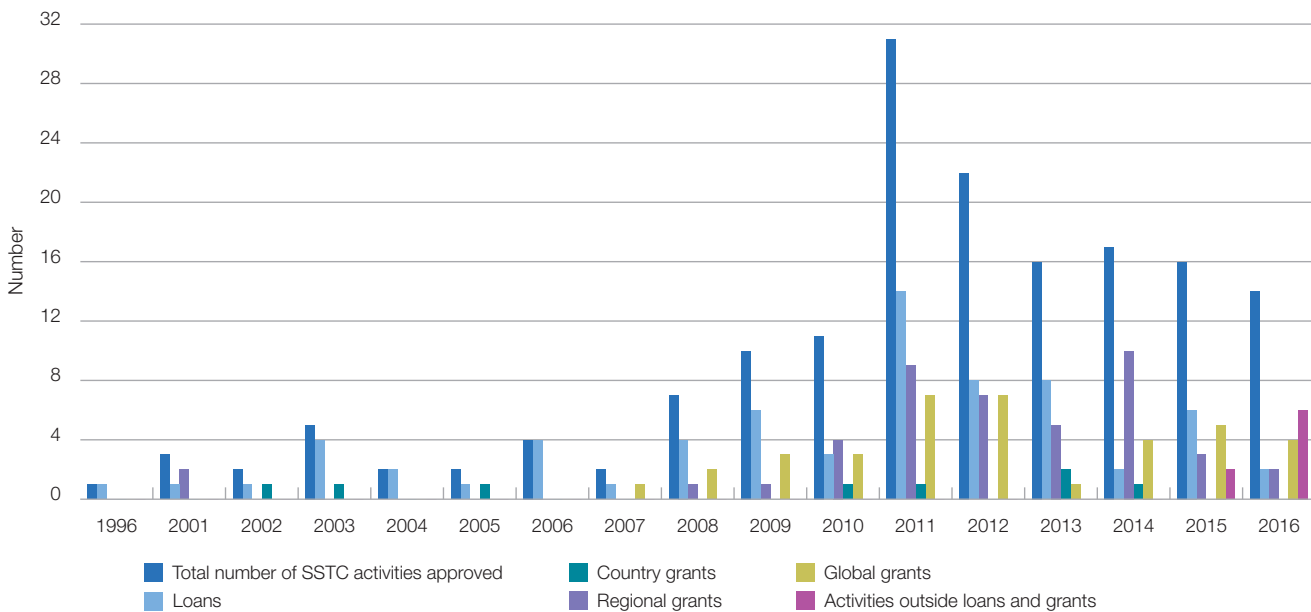
Figure 5 shows the distribution of SSTC activities over the years, by approval date<sup>21</sup> and by financial instrument. Two trends are of particular interest: (i) there is a boom in approval for SSTC activities in 2011; and (ii) activities funded outside the traditional loans and grants instruments only began from 2015 onwards.

### Increasing number of SSTC activities

The trends can be partially explained when viewed in the context of IFAD's increasing awareness and commitment to the SSTC agenda. While the initial upturn of SSTC activities begins in 2008/2009 and aligns with the discussions of SSTC on the international development agenda (e.g. the High-level United Nations Conference on South-South Cooperation held in Nairobi, Kenya in 2009), the boom in 2011 coincides with IFAD's commitment, during its ninth Replenishment, to incorporate SSTC as a core part of its work. It should be considered, nonetheless, that some SSTC activities may have been

<sup>21</sup> It should be noted here that the official approval dates refer to the respective loans or grants and are often long before (sometimes years before) the commencement of specific SSTC activities.

Figure 5 • Number of SSTC initiatives started by year (using approval date)



ongoing prior to this time but were not identified, either because they did not explicitly reference SSTC and were therefore not systematically tracked, and/or because they were not known to current IFAD staff.

Unfortunately, the distribution of **numbers of SSTC activities** is not complemented by information on the **total amount** of funding provided for each. If this information had been available in IFAD's current information system, it would have informed an analysis on the funding explicitly set aside for different types of SSTC activities. Given this, it is possible that some funds may have been amalgamated to support larger SSTC activities. This amalgamation, while a possible indication of growth and increased funding for SSTC, would appear as a numerical reduction in activities and may lead to misleading analysis, if basing the analysis on number of activities alone. The opposite may also be the case during the apparent 2011 boom, as we do not know the actual value of the many SSTC activities recorded.

### Emergence of new funding mechanisms for SSTC activities

The use of funds outside traditional grants and loans to support SSTC (occurring in 2015/2016) coincides with the IFAD administration's commitment to increase support to SSTC through alternative funds, e.g. administrative or regular programme budgets. *Figure 4* shows clear evidence of a new trend in IFAD of supporting explicit SSTC activities through new divisions or divisions that did not initially host SSTC activities, such as GKS. The trend may have taken root following the publication of the stocktaking exercise<sup>22</sup> in 2014, and later been supported by the Independent Office of Evaluation's review of non-lending SSTC activities in June 2016.

Some of these new SSTC activities were funded through IFAD's administrative budget (e.g. activities within APR in 2016) or other funding sources, such as the Initiative for Mainstreaming Innovation (IMI), launched in 2004 to promote innovative forms of training and capacity-building in IFAD-supported projects.

22 IFAD. *Mainstreaming South-South and Triangular Cooperation (SSTC) in IFAD-Funded Operations*. Desk Review Report. 15 October 2014.







## Section 4 • Highlights from IFAD's SSTC portfolio: drivers of success

This section is organized around **five drivers of success** that were identified through a review of documents on the activities as well as through interviews with IFAD's regional and departmental SSTC focal points: (i) addressing the new, pressing and salient issues of today, e.g. climate change, resilience, regional trade integration, and biotechnology; (ii) strengthening capacities, institutions and policies for enhanced livelihoods; (iii) designing and transferring advanced and tailor-made innovations to target specific gaps and challenges in partner countries and sharing and building on earlier successes for new beneficiaries through the linking and sequencing of grants and loans; (iv) selecting strong partners and building effective partnerships; and (v) drawing on emerging expertise within regions to provide solutions.

### Addressing the pressing and salient issues of today

SSTC interventions are directly linked to the achievement of IFAD's three strategic objectives, as outlined in the Strategic Framework 2016-2025: (i) to increase poor rural people's productive capacities; (ii) to promote benefits from market participation; and (iii) to strengthen the environmental sustainability and climate resilience of poor people's economic activities. SSTC knowledge transfer is also relevant for and effectively tied into national and regional agendas.

### Climate change adaptation, resilience and environmental sustainability

In terms of thematic areas of focus, as shown in *Table 1*, **climate change adaptation, resilience and environmental sustainability** are topping the priority list of both IFAD's and southern countries' SSTC agenda. For instance, in the **exchange and twinning programme** between China and Argentina, the Xinjiang (China) and San Juan (Argentina) provinces share similar natural and climatic conditions and face equivalent challenges in groundwater management and renewable energy development. Therefore, both regions have focused on developing and exchanging knowledge on renewable energy production technologies, such as solar power and wind power for groundwater extraction and water pressurization.

**Table 1 • Issues addressed through the screened SSTC initiatives**

Case studies	Issues addressed	SOs
<b>East and Southern Africa</b>		
South-South knowledge transfer strategies for scaling up pro-poor bamboo livelihoods income and employment creation, and environmental management	Climate change adaptation (CCA), soil and water conservation, climate change management (CCM) through bamboo agriwaste charcoal briquettes, plant tissue culture	1,2,3
Alternative Livelihoods for Food and Income Security in four Indian Ocean Island Nations: (Mauritius, Seychelles, Comoros and Madagascar) and in Zanzibar (Tanzania-ICRPE-bee-keeping technologies)	Loss of pollinator species and reduction of crop production due to climate change (CC), lack of commercial bee-keeping techniques	1,2
Household Methodologies (HHMs) and the Gender Action Learning System (GALS)	Embedding gender equality within IFAD-funded projects	1,2
<b>West and Central Africa</b>		
Family Farming Development Programme in Maradi, Tahoua and Zinder Regions (PRODAF) – Working together with the Climate Change Adaptation and Agribusiness Support Programme in the Savannah Belt (CASP) in Nigeria to facilitate cross-border trade	Regional integration through market access and private-sector engagement	1,2,3
Parkland Trees and Livelihoods – Adapting Climate Change in the West African Sahel	CCA through participatory research on natural resource management (NRM), raising productivity in parklands and accessing germplasm native trees	1,2,3
From a pilot programme in Niger to an international master's course in Burkina Faso (Agrinovia initiative)	Lack of understanding of local innovation processes and successful technology transfer	1,2,3
<b>Asia and the Pacific</b>		
IFAD-China SSTC partnership	CC and resilience: groundwater management and renewable energy development Vineyard management (Argentina)/industrial processing industry (China), rural finance	1,2
Medium-term Cooperation Programme with Farmers' Organizations in Asia and the Pacific Region (MTCP-2)	Agricultural cooperatives management, market strategy development, policy	1, 2
<b>North Africa, Near East and Europe</b>		
South-South and Triangular Cooperation for Agricultural Development and Enhanced Food Security (SSTC-ADFS) in the NEN Region (Corridor Exchanges)	Agriculture biotechnology, CCA in the livestock sector, CCA water resource management and irrigation, aquaculture, access to extension services and agricultural information	1,2,3
First Sudan Learning Route	CCA through community NRM, technical package adapted to CC, resolve natural-resources-based conflicts	1,3
<b>Latin America and the Caribbean</b>		
Deepening and Expansion of the Platform for Dialogue on Public Policies on Family Farming and Rural Development in LAC (MERCOSUR/REAF) – Programa de Consolidación Institucional de la Reunión Especializada Sobre Agricultura Familiar del Mercado (CLAEH)	Inclusion of family farming in the regional integration agenda	1,3
Agriculture Innovation Marketplace	Productivity-enhancing technologies, NRM, market strengthening and knowledge management, poverty reduction	1,2

The adverse effects of climate change have also been successfully addressed through the transfer of proven, well-adapted technologies by southern research centres, filling the gap that was not being addressed by other institutions at the country level. In the case of the IFAD-funded **SSTC bamboo livelihoods grant**, the country-to-country sharing was facilitated by the International Network for Bamboo and Rattan (INBAR) and took place through transferring field-validated technologies and knowledge from Indian Research Institutions to the recipient countries of Ethiopia, Madagascar and the United Republic of Tanzania. The technologies were in support of the establishment of bamboo micronurseries and microplantations, the creation of microforests in a mosaic landscape, the improvement of soil erosion control practices, water recharge, and soil quality – all contributing to sustainable landscape management and ultimately to climate change resilience. In other cases, such as the **CCA parkland trees grant** (*Box 2*) and the **First Sudan LR**, SSTC activities focused on increasing natural resources adaptation to projected hotter and drier climates through sustainable land and water management, natural resource conflict resolution, biodiversity and native tree diversification in the parklands.

#### **Box 2 • Farmers to farmers' training in diversity field fairs and seed fairs**

The objective of this activity was to improve farmers' skills to select and conserve more productive and better adapted germplasm of on-farm indigenous trees. The methodology was initially developed by Biodiversity International and the Project to Promote Local Initiative in Development in Aguié/Niger (PPILDA) for crop varieties, as part of a previous technical assistance grant awarded to the International Plant Genetic Resources Institute (IPGRI). The methodology was then adapted, through a technical assistance grant to the World Agroforestry Centre (ICRAF) for tree germplasm, and subsequently tested in villages in the PPILDA project site in Niger. Experienced personnel from PPILDA, the Niger Institute of Agricultural Research (INRAN) and ICRAF, with active participation of experienced villagers from the PPILDA project site, prepared a training of trainers guide for diversity field fairs (DFF) and seed fairs (SF) that focused on tree germplasm. They also trained project personnel in Burkina Faso and Mali as trainers in DFF and SF approaches for tree germplasm. Trainees were project personnel from each National Agricultural Research Institute (NARI), the IFAD project and the forestry extension institute. These trainees in turn trained farmers as trainers in DFF and SF for tree germplasm in 18 villages in Niger, Burkina Faso and Mali.

#### **Value chain development**

Value chain development, market access for smallholder agribusiness and cooperative development are topics of strategic importance for IFAD (Strategic Objective 2) and, as such, areas of great attention for SSTC. A number of IFAD-funded SSTC activities aim at helping farmers introduce new technologies in support of alternative livelihoods, through providing solutions for accessing new markets. A good example is found in the IFAD grant to promote **alternative livelihoods through bee-keeping**, where highly profitable niche markets were identified for branded honey, such as clove honey from Pemba and vanilla honey from Madagascar organic markets.

Regional economic integration represents both an opportunity and a challenge for inclusiveness, as it involves moving goods more easily across borders; improving transport, energy and telecommunications; enabling people to move more freely across frontiers; and allowing capital and production to move and grow beyond national limits. In these

endeavours, IFAD has played a mediating role in ensuring that smallholder farmers' voices are heard at regional-level forums where matters of economic integration are negotiated.<sup>23</sup>

IFAD SSTC activities have supported **processes leading to mutual South-South trade benefits**. For example, the **Family Farming Development Programme (ProDAF)** and the **Climate Change Adaptation and Agribusiness Support Programme in the Savannah Belt (CASP)** launched cross-border development corridors, aiming to improve cross-border trade and food security and to strengthen economic integration between Niger and Nigeria. The country-to-country sharing contributes to improved practices in transportation taxes on both sides, better monitoring of cross-border trade flows and control of trade barriers. In addition, it also supports evidence-based advocacy to harmonize customs regulations throughout both countries, in order to prevent excessive delays and to allow the corridor's trade to flourish.

### Biotechnology and agricultural innovations

IFAD has also focused its SSTC development agenda on biotechnology and agricultural innovations from the research centre perspective (such as the **innovation marketplace** grant and the **ADFS** grant) to the level of local innovation (such as the **AgriNovia** initiative). In the example of the **innovation marketplace (MKTPlace)** grant, the MKTPlace offers a "virtual space," where researchers from Brazil and African countries can meet, exchange, propose and, if selected, develop a two-year research project together on a shared area of expertise. One of the requirements is that research developed should, in some way, support sustainable agriculture and socio-economic development in African countries. According to the first external evaluation report,<sup>24</sup> out of the 42 projects approved for Africa by 2014, 60 per cent were for productivity-enhancing technologies and 40 per cent for natural resource management improvements; policy, institutional and market strengthening and knowledge management; and smallholder and poverty-reduction-targeted technologies. Through the funding of these research projects, the Brazil-Africa sharing experience contributed to improved practices that addressed key issues in the involved African countries.

## Strengthening capacities, institutions and policies for enhanced livelihoods

The 12 SSTC-related case studies reviewed produced a series of outcomes on strengthening capacities, institutions and policies for enhanced livelihoods. These concentrated on three levels of IFAD's engagement in country programmes and regional grant assistance: the policy, institutional and grass-roots levels.

### Supporting policy development

The implementation of IFAD's operations provide ample opportunities to bring best practices and lessons learned on policy from one country, to be leveraged for the enhancement of policymaking capacities in another. A number of IFAD-funded SSTC

<sup>23</sup> See also the cases of MTCP2's FOs on cooperatives at the ASEAN Economic Community level, the FOs involved in REAF MERCOSUR and CLAEH programme.

<sup>24</sup> External Evaluation of the Africa-Brazil Agricultural Innovation Marketplace, developed by Thelos Serviços de Consultoria e Pesquisa (Thelos Consultancy and Research Services) in 2014.



activities have achieved exactly this: **strengthening the capacity of the South to shape policies through the facilitation of high-level policy platforms and events**, including policy workshops and seminars, learning tours and bilateral and multilateral exchanges.

For instance, under the **China SSTC grant**, the policy workshops focused on important Chinese agricultural policy reforms, which encouraged agribusiness and mechanization. In addition, a personnel exchange programme enabled project staff to gain in-depth knowledge of the policy framework of rural development and poverty reduction in China and encouraged them to implement lessons learned in their home countries. Furthermore, knowledge products analysed China's policies on rural and agricultural development and their implications on the domestic and international levels. The **South Africa learning tour to China, Kenya and the Philippines** aimed to inform the preparation of a new South African Producer Support Policy by highlighting innovative approaches emerging from developing country contexts, including those related to risk management and financial instruments to mitigate the lack of collateral. Under another good IFAD SSTC example, the **bamboo SSTC grant**, a national policy workshop gave rise to the drafting of a bamboo policy, developed with the Ministry of Environment, Ecology and Forests of Madagascar, in collaboration with Indian counterparts, the International Network for Bamboo and Rattan (INBAR) and the Center for Indian Bamboo Resources and Technology (CIBART).

SSTC has proven to be a useful policy instrument to **promote and support technical cooperation among countries through implementation of regional policy frameworks, agreements and treaties**. IFAD-funded SSTC activities have actively supported the efforts of developing countries towards regional integration, playing the role of facilitator of dialogue on public policies between national governments, multilateral and bilateral organizations as well as producer organizations, both across and within countries. IFAD has also used **new mechanisms to facilitate the exchange of lessons among developing countries on policy formulation and implementation**.

For example, through its **IFAD MERCOSUR grant** (2000-2010), the Fund successfully fostered regional policy dialogue among Common Market of the South (MERCOSUR) member countries on family farming, resulting in the creation of the Commission on Family Farming (REAF) and MERCOSUR's Fund for Family Farming (FAF). Specific SSTC activities were promoted through the successive **CLAEH grants** (2012-2015/2015-2018), which aimed at systematizing the lessons learned from the MERCOSUR and the replication of the REAF experience in 10 Latin American countries and in South Africa. IFAD-supported SSTC activities were implemented along with the consolidation and expansion of the REAF platform and in collaboration with CELAC's (Community of Latin America and the Caribbean States)<sup>25</sup> regional integration process. IFAD's support throughout this process has contributed significantly to the creation and consolidation of new national sections, forums and round tables on public policies for family farming. Exchanges between countries also led to identifying, analysing, comparing and adapting/adopting public policy instruments for family farming, food security, nutrition and rural development (*Box 3*).

25 CELAC is an intergovernmental means of policy agreement and dialogue, which includes on a permanent basis the 33 countries of Latin America and the Caribbean.

**Box 3 • Experience of Uruguay's rural development round tables in Argentina**

Through the support of IFAD's MERCOSUR CLAEH Programme, IFAD's advocacy work in Uruguay has been pivotal in fostering a nationwide policy dialogue on family farming that includes government and civil society. This was achieved through an innovative rural territorial development tool, the rural development roundtables, which have become the pillars of a new institutional framework. They provide an inclusive forum to build citizenship and promote dialogue between civil society and public institutions. They foster participation from all the actors in the region – including poor communities – in democratic decision-making processes that relate to the sustainable management and planning of their territories. In the context of SSC, Uruguay's experience in rural development roundtables served as a model for similar initiatives in several of Argentina's provincial governments. The provinces of San Juan, Mendoza, Neuquén and Chubut benefited greatly from the IFAD MERCOSUR CLAEH Programme, which provided them with exposure, information, methodological support, technical assistance missions and exchange workshops, following Uruguay's experience.

The **Medium-term Cooperation Programme (MTCP2)** grant to farmers' organizations (FOs) in APR has also been proactive in facilitating regional integration through creating an enabling environment that allows FOs to realize their potential as full participants in regional and sub-regional policy platforms. In Southeast Asia, the Association of Southeast Asian Nations (ASEAN)<sup>26</sup> Foundation is supporting the process of linking MTCP2 activities with various ASEAN committees and processes related to rural development. In this context, through the **ROUTASIA grant**, IFAD organized the ASEAN LR on Agricultural Cooperatives (ALRAC) involving MTCP2's FOs in Thailand and the Philippines, with the aim of strengthening the role of small farmers and agricultural cooperatives in addressing challenges and opportunities of the ASEAN Economic Community. One of the outcomes of this joint support was the FOs' integration into the ASEAN Working Group on Cooperatives (ASWAGC).

Regional integration and SSTC have also emerged as core principles of the development agenda for some countries in sub-Saharan Africa. IFAD facilitated better coordination among institutions<sup>27</sup> engaged with cross-border trade between Niger and Nigeria through two loans: **ProDAF** in Niger and, to a lesser extent, **CASP** in Nigeria. The interventions had the objective of providing evidence and knowledge in order to build capacity to better engage in cross-border trade-policy dialogue at the regional, national and local levels. In 2016, the Nigeria-Niger Joint Commission (NNJC) organized a first mission to improve policy dialogue between authorities from both sides of the Kano-Katsina-Maradi (K2M) and Tahoua-Sokoto-Kebbi (TSK) corridors, and officially launched the new Kano-Jigawa-Daura-Zinder (KDZ) cross-border development corridor in Dutse, Nigeria. The impact of the SSTC activities cannot yet be assessed as they started in 2016. Nevertheless, firm commitments were already made by the relevant Governors to finance trade promotion within the corridors and to advocate for investment in jointly identified roads.

26 The Association of Southeast Asian Nations was established in 1967 and is composed of 10 countries: Indonesia, Malaysia, Philippines, Singapore, Thailand, Brunei Darussalam, Viet Nam, Myanmar, Lao People's Democratic Republic and Cambodia. It was founded to accelerate economic growth, social progress and cultural development and to promote peace and security in Southeast Asia. In January 2016, the ASEAN Economic Community, the regional integrated market, was established.

27 The institutions involved were the Nigeria-Niger Joint Commission for Cooperation (NNJC), the Commerce and Industry Chamber of Niger, the Nigeria-Niger Consular Trade Office as well as economic operators and farmers' organizations.

### Building SSTC at the institutional level

Building SSTC at the institutional level means bridging knowledge and capacity gaps, by linking “supply” of and “demand” for expertise, experience and technology among southern countries. Recognizing the vast range of development solutions available in the South, IFAD's SSTC activities have contributed to creating and promoting various types of **knowledge network platforms which are conceived as horizontal partnerships**. Activities among the partners are promoted with the guiding principle of trust, mutual learning and equity, and are conceived to establish long-term relationships. These platforms can also play an important role at the policy level, creating more favourable policy and institutional spaces for scaling up successful solutions in agricultural production and income generation. IFAD-funded SSTC activities have contributed to connecting southern institutions, professionals, civil society, academia and private-sector organizations.

For instance, the **South-South and Triangular Cooperation for Agricultural Development and Enhanced Food Security (SSTC-ADFS)** grant is built on eight thematic cross-regional corridors<sup>28</sup> where countries exchange knowledge and experiences on specific themes. Successful home-grown solutions and well-developed capacities worth sharing with other countries are identified and form the basis for pilot transfer of solutions aimed at benefiting tangible groups of youth and women in the participating countries. The **Africa-Brazil Innovation Marketplace grant** – led by the Brazilian Agricultural Research Corporation (Embrapa) – also provides a good example of a successful knowledge-exchange platform in agricultural innovation. One of the most important impacts of the platform has been the **creation of structured institutional linkages and the improvement of agricultural scientific cooperation between Brazilian and African research institutions**. It has also become an important source of material and scientific support to many researchers in Africa who tend to remain at the margins of global research communities/institutions. Researchers are empowered by the platform's “bottom-up” model and are able to propose research projects that can effectively tackle their agricultural challenges and scientific needs.

IFAD has supported the **establishment of “centres of excellence,”** such as the International Centre for Insect Physiology and Ecology (ICIPE) with headquarters in Kenya. Such centres aim to identify, document, showcase and disseminate (for scaling up) effective local development solutions/approaches for smallholder agriculture and rural development. They also offer opportunities for training and demonstration of proven solutions/approaches. The **Alternative Livelihoods grant** to ICIPE is an interesting example that showcases the versatility of IFAD's support to SSTC, which goes well beyond the traditional government-to-government exchanges. ICIPE has been strengthened through successive grants to perform key functions as a rural life center for bee-keeping and pollination in Africa and Indian Ocean Islands. The **Agrinovia initiative** has also successfully managed to bring together expertise from the South (IFAD-funded project in Niger) in order to build capacities of African countries (*Box 4*).

28 These are: (i) from Turkey to Arab States and Central Asia, focused on expertise in farmer-based organizations (supported by Turkey); (ii) from Eastern Europe to Arab States and Central Asia, focused on expertise in agricultural biotechnology (supported by Hungary); (iii) from Arab States to Central Asia and Eastern Europe, focused on expertise in effective livestock development (supported by Algeria); (iv) sustainable irrigation and sustainable use of water resources (supported by Morocco); (v) public-private partnerships in agricultural development and food security (supported by Sudan); (vi) horticulture development (supported by Uzbekistan); (vii) effective use of pasture and rural tourism (supported by Kyrgyzstan); and (viii) sustainable aquaculture (supported by Tunisia).

**Box 4 • Agrinovia initiative building SSC at the institutional level**

**Agrinovia** is a professional, international and multidisciplinary master's programme coordinated by the University of Ouagadougou, Burkina Faso. It aims to address the main gap in extension and research systems concerning the capacity to identify, understand and support local innovations (in terms of both processes and results) that exist in rural communities, as an entry point for development action. Agrinovia draws from and builds on the most advanced approaches in participatory technology and innovation development, as implemented by the IFAD-funded Project to Promote Local Initiative in Development in Aguié (PPILDA) carried out in Niger. Agrinovia's methodology is based on building and managing effective partnerships and developing appropriate communication tools between a broad range of stakeholders, which include a mix of professionals and students. Agrinovia has strongly contributed to institutional strengthening by fostering knowledge exchange between development practitioners from Niger (many from IFAD-funded projects) and Burkina Faso (from IFAD-funded projects as well as from universities) but also between these countries and universities from Africa and Europe. The payoff for the institutions that sent their staff to the training organized by Agrinovia has been high in terms of advancement in their careers, new employment opportunities and additional competencies. The courses have also permitted professionals to step back and enter into a process of self-reflection on their attitudes and practices, which is instrumental in understanding the benefits of engaging in collaborative innovation with farmers through partnerships.

**Showing results at the grass-roots level**

First and foremost, IFAD project beneficiaries are smallholder farmers and agricultural producers for whom practical exchanges of development solutions and technical know-how are key to achieving a sustainable livelihood and food security. SSTC is a means (not an end) to achieving project objectives. As such, the case studies reviewed did not always provide adequate documentation on the **outcomes** of SSTC activities, specific to improved knowledge and practices for recipient-country stakeholders, or for improved livelihoods on the ground. Nevertheless, the case studies do show some key **outputs**, mainly measured in numbers of participants in **training, exchange visits or LRs, forums** and events.

Results at the grass-roots level are visible in projects which aim directly at improving or diversifying livelihoods and where **SSTC was conceived at early stages of design, as a useful means to achieving the stated objectives**. A good example here is the case of the **bamboo livelihoods grant** where SSTC activities – mainly training and knowledge exchange – have been successful in: (i) supporting the creation of bamboo nurseries able to produce 400,000 seedlings; (ii) replicating in the United Republic of Tanzania the NGO-Community-Private Partnership model enterprise for household charcoal – developed in Rajasthan and Gujarat (India) by CIBART – to mobilize women for collecting household charcoal for a power-driven charcoal briquetting unit in the United Republic of Tanzania; (iii) establishing charcoal dome units in Madagascar and the United Republic of Tanzania with linkages to smallholder farmers supplying bamboo biomass for charcoal production; and (iv) establishing 30 model enterprises producing products ranging from bamboo handicrafts and furniture to packaging and construction.

Another example that built on the same approach is the grant for the **Alternative Livelihoods for Food and Income Security in Four Indian Ocean Island Nations**, which especially showed benefits from training on technology transfer in bee-keeping. Fifteen people were jointly trained as lead trainers at ICIPE, which facilitated in-depth technology transfer from Kenya to Mauritius, Seychelles, Comoros, Madagascar and Zanzibar. To date, 60 lead bee-keepers have been trained for organic certification by ICIPE and the Kenya



Organic Agriculture Network. The development of an International Certification System manual for two farmers' organizations has also commenced.

Outcomes related to improved knowledge and practices for recipient-country stakeholders were also evident in SSTC activities using the LR methodology, such as in *MTCP2-ALRAC*, the **First Sudan LR** and the **CCA parkland trees grant**. Indeed, LRs are a proven and effective strategy for capacity-building focused on practical learning, promoting the exchange of best practices and the scaling up of innovations. They are structured as learning journeys where participants visit communities to share their knowledge of what works, why, and how. Following the field visits, participants **develop their innovation plans (IPs) where they seek to articulate and apply some of the lessons learned to their own contexts and projects**. The IPs are closely monitored and followed up by host communities and other LR participants to ensure that new knowledge is used in a way that enhances project delivery and effectiveness. For the three mentioned case studies, IPs were drawn on cooperative development, natural resource management and climate change adaptation, **all benefiting from IFAD project funding for their implementation**.

Results in gender equality and women's empowerment are also visible in IFAD's successful efforts to use SSTC as a vehicle to champion and spread the adoption of **household methodologies (HHMs)** in several countries in Africa. Through a variety of SSTC activities (funded by both grants and loans), IFAD has promoted a conceptual shift from focusing on women's empowerment and gender mainstreaming at the community level, to addressing gender equality within individual households, enabling family members to work together, improve joint decision-making and achieve more gender-equitable workloads. The Gender Action Learning System (GALS), which contributes to HHMs, was first developed through the IFAD grant supported by Oxfam Novib in 2009, while the household mentoring approach (also part of HHMs) was included in the design of loan-financed projects in Uganda. This innovative approach has been promoted by IFAD through direct exposure of project staff and beneficiaries to various examples of the methodology, peer learning and sharing, field observations and evidence-based results. SSTC activities included LRs, learning events (a write-shop with North-South practitioners, a global forum and workshops), videos, knowledge products and networking services (*Box 5*).

#### **Box 5 • Promoting gender transformative approaches through SSTC activities**

The roll out of participatory **HHMs** and its replication in similar contexts through SSTC has been a great success for IFAD and its partners, promoted through two approaches.

The **Gender Action Learning System (GALS)** was piloted in Western Uganda by Oxfam Novib, cofinanced with a small IFAD grant, in 2009. Through a range of SSTC activities, such as workshops and LRs, the GALS was spread among several stakeholders and countries. Rural communities, civil society organizations, IFAD staff, IFAD-funded project beneficiaries, non-governmental organizations (NGOs), bilateral donors and international agencies participated in several initiatives that led to the adoption of GALS in IFAD-supported projects in Ethiopia, Malawi, Nigeria, Rwanda, Sierra Leone, Uganda, Zambia, Nepal and Sudan, among others.

The **household mentoring approach**, which originated from a SIDA-funded project in Zambia in the 2000s, has been adapted by the World Bank Group/IFAD-supported **Irrigation, Rural Livelihoods and Agricultural Development Project (IRLADP)** in Malawi and the **District Livelihoods Support Programme (DLSP)** in Uganda. While, in the Malawi case, project teams and government staff visited mentors and, in turn, mentored households in Zambia, the SSTC activity adopted for the Uganda case entailed a series of training facilitated by staff from Resource Project Kenya.

## Transferring innovations and building on earlier successes

### Building on successes within medium- to longer-term grant cycles

Nine out of 12 of the SSTC case studies reviewed for this report fall under the IFAD grant instrument, which aims to (i) promote innovative activities and technologies; (ii) develop further advocacy and policy dialogue; (iii) strengthen capacity of partner institutions to support poor rural people; and (iv) increase lesson learning, knowledge management and dissemination of information among stakeholders. One of the strengths of the IFAD SSTC operations is that they are mostly embedded in a **medium- to long-term grant cycle at the country and regional level, allowing the use of proven technical expertise and building on earlier successes**. In the grant cycle, lessons learned provide critical information for successful integration of SSTC activities that address particular gaps, identified during the project design stage.

#### Box 6 • The IFAD-supported programme for Rural Youth and Agricultural Business Development in West and Central Africa

**Grant 1245/Songhai**, now completed, has promoted access by young people to the appropriate entrepreneurial, leadership and management skills for effective participation in creating and investing in commercially viable small-scale agribusiness enterprises. As a result, Songhai has turned into a regional centre of expertise, where approximately 3,000 young women and men have participated in courses organized by Songhai, and 15 new training centres have been opened in Nigeria, Benin, Liberia, Sierra Leone and Côte d'Ivoire.

The **Alternative Livelihoods grant** in the Indian Ocean Islands and Zanzibar is a good example of transferring innovations, and building on earlier successes for new beneficiaries, through the linking and sequencing of grants. The grant builds on successful SSTC experiences from two previous IFAD grants to ICIPE on bee-keeping and alternative livelihoods in the NEN and ESA regions. In the targeted islands, ICIPE introduced improved bee-keeping technologies, collection centres and “marketplaces” – already successfully piloted in Ethiopia, Kenya, South Sudan and Sudan. Similarly, in the **bamboo livelihoods grant**, the identified gaps relating to value addition and technology use, were based on the outcome of an independent evaluation of a previous Large Grant, implemented by INBAR. Thus, most SSTC activities were designed at the project design stage and only a few (research and policy development) were further worked out during implementation (*Box 7*).

### Maximizing the development impact of investment projects

The **complementarity within the grant portfolio and also between grants and loans** is a key driver of the success of SSTC activities, since it seeks to maximize the development impact of the IFAD in-country portfolio by **providing concrete solutions to specific issues encountered in investment projects**. This builds on the ability and flexibility of projects to design SSTC activities when needed during their implementation. In most cases, this is achieved through information sharing, visits and involvement of additional partners who can add value to ongoing investment projects. The **LR** approach developed by IFAD and Procasur is an efficient instrument which applies IFAD's proactive approach to SSTC by mainstreaming it into its business model and ensuring synergies between loans and grants. This also creates learning spaces for scaling up by IFAD partners within and across regions. For instance, the **First Sudan LR** is an original case, illustrating how Procasur's expertise and LR methodology were used to build the technical capacities of the IFAD

**Box 7 • The bamboo livelihoods grant builds on a larger grant**

This IFAD Small Grant covers three beneficiary countries in East and Southern Africa (Ethiopia, Madagascar and the United Republic of Tanzania) and includes a fourth country, India, identified as the South-South providing country/technical partner. The SSTC grant builds strongly on a previous Large Grant 1177 that was implemented by INBAR, an international network and knowledge organization specializing in bamboo. The SSTC grant project has aimed at developing livelihood and income-generation options in a way that would increase demand for bamboo planting, which in turn would reduce deforestation and soil erosion, and contribute to environmental sustainability.

Facilitated by INBAR's experience with bamboo over the past two decades, country-to-country sharing took place by transferring field-validated technologies and knowledge among the SSTC grant beneficiary countries – Ethiopia, Madagascar and the United Republic of Tanzania – and research institutions in India (CIBART). Building on the positive results and already field-tested activities of Grant 1177, the SSTC grant has made a step ahead by refining some of its features in line with the recommendations and lessons learned from the independent evaluation of previous grants. To overcome the limitations of the circular bamboo boats introduced by Grant 1177, during the implementation of the SSTC grant a more innovative linear form of boats was developed, some with outboard motors, allowing them to travel upstream. This innovation is expected to be a game changer in Madagascar, where it will be finally possible for people/goods to be taken upstream. There is much interest in the United Republic of Tanzania too as this new boat could be used for coastal and riverine fisheries there. This SSTC is also continuing the work started by Grant 1177 on household charcoal, which is the waste charcoal produced during cooking using firewood. An Ethiopian entrepreneur, working with Grant 1177, has developed an appropriate small-scale charcoal pulverizing machine that can work in rural areas. With some differences, this innovation has been exported to India, Ethiopia and the United Republic of Tanzania. It is worth noting that the beneficiary countries that take SSTC grants' activities forward themselves become knowledge providers and contribute to SSTC within the African region and elsewhere.

country team and partner institutions in natural resource management and agricultural development, in support of IFAD's operations in Sudan.<sup>29</sup>

The **MERCOSUR CLAEH grant** has supported the IFAD-funded Regional Rural Dialogue Programme (PDRR)<sup>30</sup> in Central America through creating opportunities for exchanges on public policies with the **Central American Agricultural Council (CAC)** in 2016. It has also supported the **PBA Corporation**<sup>31</sup> in Colombia and the IFAD-funded **SEMEAR** programme in north-eastern Brazil,<sup>32</sup> by providing them with insights on specific policy instruments for family farming, designed and implemented on the basis of REAF's experience in MERCOSUR.

29 Three IFAD-funded projects in Sudan were selected to be host cases, namely: The Butana Integrated Rural Development Project (BIRDP), Supporting the Small-scale Traditional Rainfed Producers in Sennar State (SUSTAIN) project, and the Western Sudan Resources Management Programme (WSRMP).

30 The Regional Rural Dialogue Programme is a platform for policy and economic management in favour of family farming, peasant and indigenous agriculture in Central America and the Dominican Republic, formed by FOs that are actively involved in the process of integration and sustainable development from a rural, indigenous and peasant worldview.

31 The PBA Corporation is a non-profit organization which uses the resources of international cooperation and national counterparts in participatory innovation activities with small-scale farmers in the fields of technology, organization and business, in order to help improve production, income, knowledge, coexistence and the environment in rural communities.

32 SEMEAR is a programme for the management of knowledge in the semi-arid region whose objective is to facilitate the access to knowledge, innovations and good practices that can be adopted and replicated by the rural population to improve their living conditions and to promote sustainable and equitable development in the region.

## Selecting strong partners and building effective partnerships

### Partnering with strong NGOs and research centres/networks

IFAD's support to SSTC can be grouped into three categories. **Category I – mutual learning and horizontal SSC**, mainly financed by regional grants, including farmer-to-farmer support, and exchanges between government staff/policymakers, practitioners or other service providers around rural development solutions and policy influence. **Category II – the SSC provider-led model**, often financed by country grants, contributes to strengthening the capacities of some middle-income countries (MICs) interested in sharing knowledge. **Category III – the solution-seeker-driven model** is often manifested in the demand for concrete solutions to specific issues encountered in investment projects. Each category has distinct strategic and operational implications. As shown in *Table 2*, most of the grant/loan recipients are NGOs and research institutes and networks with recognized expertise, acting as SSC providers. These partners are selected either to organize horizontal learning and sharing (category I), or to provide SSC concrete solutions to problems/issues encountered (category III).

The quality of the grantee is a critical factor for the success for SSTC activities. Hence, **the selection process is guided by a long-standing cooperation and trust between IFAD and partners with successive grants**. For example, the credibility of the grantee selected for the bamboo livelihoods grant (INBAR) is well known among development partners. As an international network specializing in bamboo, it draws on its 41 member countries' research and advisory services, while functioning as a multilateral South-South network. It was selected by IFAD because it was recognized as a strategic partner and an established network with competence in global advocacy. CIBART and the Indian Institute of Water and Soil Conservation (IISWC) are also strong South-South technical partners with considerable expertise in their domains.

### Building effective partnership through long-standing support to grantees

**Fostering long-standing partnerships is an effective way of building grantees' own capacities to fulfil their mandates as SSTC facilitators**. For instance, since 2006, IFAD has funded Procasur through its regional/global grant instrument to implement over 100 LRs in 25 countries in Latin America, Africa and Asia and the Pacific. The objective under the second **ROUTASIA grant generation** was to transfer the LR methodology to a selected group of local and national governmental or non-governmental institutions with proven track records of providing training and technical assistance to implementers and beneficiaries of IFAD-funded projects and programmes. The network of practitioners ready to implement the LRs now numbers over 600 champions from 250 organizations and includes rural communities, associations, enterprises, microfinance institutions, rural development projects and governments. Here, IFAD has played an important role as SSTC broker, facilitating an ongoing dialogue among the IFAD country programme players, Procasur focal points and other partners, including research institutions, farmers' organizations and NGOs. Procasur has also been a key partner in the successful uptake of **GALS** in particular in several African countries through LRs. Oxfam Novib, the Dutch



Table 2 • Typology of partners and partnerships

Case studies	Partner	Type of grant/loan recipient	Typology of IFAD-supported SCC
SSTC bamboo livelihoods grant	INBAR China CIBART and IISWC	International network Indian research centres	Solution-seeker-driven model (category III)
Alternative Livelihoods grant	ICIPE Kenya	International Research Institute/Regional Learning Centre	Solution-seeker-driven model (category III)
GALS grant	Oxfam Novib	NGO	Solution-seeker-driven model (category III) and Mutual learning and horizontal SSC (category I)
ProDAF & CASP Project Loans	NNJC CILSS	Bilateral commission regional centre	Solution-seeker-driven model (category III)
CCA Parkland Trees grant	ICRAF	International research centre	Solution-seeker-driven model (category III) and Mutual learning and horizontal SSC (category I)
Agrinovia Initiative	University of Ouagadougou	Academic institution	Mutual learning and horizontal SSC (category I)
SSTC China grant	International Poverty Reduction Centre (IPRC) China	Research institute	SSC provider-led model (category II)
MTCP2 and ROUTASIA grants	AFA –LVC Procasur	FOs NGO	Mutual learning and horizontal SSC (category I)
SSTC-ADFS corridor exchanges grant	UNOSSC Turkey	UN	SSC provider-led model (category II)
First Sudan LR	Procasur	NGO	Solution-seeker-driven model (category III)
MERCOSUR CLAEH grant	CLAEH	NGO	Mutual learning and horizontal SSC (category I)
Innovation Marketplace grant	Embrapa Funarbe Brazil	Research Centre Foundation	SSC provider-led model (category III)

chapter of Oxfam International, has been a grantee of several IFAD projects and a promoter of HHMs, especially the GALS methodology. Partnerships in the implementation of HHMs are now more diversified, with the entry of Hivos International<sup>33</sup> onto the scene.

### Building new partnerships with middle-income countries to perform SSC initiatives

One group of SSC partners, mainly composed of MICs, are interested in sharing their knowledge, while also being interested in learning from others. These partnerships fall under the SSTC provider-led model (category II) from which IFAD supports the capturing, packaging and sharing of country-led experiences. Examples can be found in the **China grant** to the International Poverty Reduction Centre (IPRCC) (*Box 8*), the **Innovation**

<sup>33</sup> Hivos is a non-profit organization, based in The Hague, which works in 33 countries in Africa, Asia and Latin America. Most activities focus on cooperation with southern partner networks, implementation of large-scale programmes, and advocacy and campaigns.

**Box 8 • China as a strong middle-income country partner in SSTC**

The **China SSTC grant** was fully dedicated to supporting SSTC activities financed by an IFAD grant, the Chinese Ministry of Finance and IPRCC in China. Through the joint commitment of all parties, the grant was well aligned with IFAD loan projects in China. It expanded the scope of knowledge learning and sharing, and created potential for future scaling up. Moreover, it helped strengthen the capacity of IPRCC and developed a network of contacts, especially African partners, for key stakeholders from China and other participating countries. The continuation of the China-IFAD SSTC workshops shows that the Chinese government valued and appreciated the results of the grant. Hence, upon completion of the grant, the Government of China expressed its interest in playing a more significant role in SSTC, advancing its partnership with IFAD, and contributing more resources. In June 2015, it pledged US\$5 million in unrestricted complementary contributions to support SSTC activities, becoming the first country to do so. In May 2016, IFAD signed a memorandum of understanding with China, defining areas for future collaboration. Both China and IFAD have taken positive steps towards the establishment of a fund to support SSTC activities. The new “Enhancing Knowledge Management and Cooperation and Policy Dialogue” grant affirmed China’s and IFAD’s commitment to advance the SSTC agenda. Its main objectives include improving policymaking processes in sustainability of rural development, strengthening SSTC activities on poverty reduction – primarily in APR – and enhancing the effectiveness of IFAD’s operations in China.

**Marketplace grant** (Embrapa/Funarbe Brazil) and the **SSTC-ADFS grant** to UNOSSC. The latter partly reflects the interest of Turkey as a solution-provider, although it can also be considered a response to a demand for mutual learning among countries in the NEN region.

**Some SSTC grants have brought opportunities for new investments to the forefront, showing results and leveraging funding from other partners, which is a key role for IFAD in triangular cooperation.** For example, through the **SSTC-ADFS initiative**, a successful partnership was established with the Islamic Development Bank, which eventually decided to cover the participation of four new countries in the corridor exchange. In the **bamboo livelihoods grant**, the first two years of the project were funded with a grant from IFAD and the remaining two years (until the end of 2018) would be covered with a grant from the European Union. Another interesting example is presented in *Box 9*.

**Box 9 • Scaling up and leveraging additional funds**

The purpose of the **Building on the Successes of the Africa-Brazil MKTPlace initiative** is to further strengthen, deepen and institutionalize agricultural research collaboration between Embrapa and African partners, and to identify and scale up promising results (policies, technologies, products) obtained in the MKTPlace-supported project. Its specific objectives are: (i) to scale up promising results; (ii) to support new impact initiatives; (iii) to foster relations between agricultural scientists in sub-Saharan Africa and Brazil; (iv) to engage and connect a full range of actors involved in agricultural innovation; and (v) to support the development of a mutually agreed framework for sustainable Africa-Brazil collaborations. It is currently a partnership between the Forum for Agricultural Research in Africa, Embrapa, the Bill & Melinda Gates Foundation and the United Kingdom’s Department for International Development.

The process of identifying and selecting SSTC grantees is guided by IFAD's policy for grant financing<sup>34</sup> and is not specific to SSTC. The preferred approach for selecting grantees is via competitive processes, including calls for interest in thematic constituencies. Nevertheless, when an institution is recognized as an IFAD strategic partner for grant financing,<sup>35</sup> the selection process is simplified. In the case studies reviewed for this report, the selection process was not documented, making it difficult to understand how the grantees had been selected and with what criteria.

## Drawing on emerging expertise within regions to provide solutions

South-South and triangular cooperation has great potential to enrich the aid effectiveness agenda, for a variety of reasons that relate to the similarity of the engaged countries' development experiences and challenges. Developing countries can share good practices and solutions that are highly relevant and adaptable to local economic and social conditions. As formal and informal peer linkages are built and strengthened between countries, trust and confidence also increase, laying the foundations for fruitful longer-term cooperation.

### SSTC exchanges spearheaded and expanded by well-established and trusted regional partners

Countries in Latin America and the Caribbean have invested significantly in SSTC, having pioneered historical initiatives, such as REAF and the LRIs. The IFAD MERCOSUR CLAEH Programme has contributed to improving political dialogue at the national level and has been actively engaged in broadening its experience and disseminating the REAF model at broader bilateral and multilateral levels. It has provided methodological support by means of technical assistance missions, involving representatives of member countries' governments and organizations as well as representatives of countries in other regions (Dominican Republic, Colombia, Costa Rica, Nicaragua, Guatemala and Honduras) interested in learning from the experience. Some working meetings were also held between beneficiaries of countries taking an active part in REAF and beneficiaries of other countries in the project area. The Programme supported SSTC-type activities by disseminating information and experiences within and outside the region through information and knowledge management tools and communications. A social communication tool named the "New Rural Imaginary" was developed producing a television series showing successful family farming development experiences, within the new institutional framework and the targeted policies of Argentina, Brazil, Paraguay and Uruguay.

34 <https://webapps.ifad.org/members/eb/114/docs/EB-2015-114-R-2-Rev-1.pdf>

35 The cumulative criteria to reach the status of recognized IFAD strategic partner for grant financing are the following: (i) internationally recognized institutions founded by IFAD or of which IFAD is a member in an area of strategic relevance and importance for its mandate; (ii) established networks with competence in global advocacy or policy influence in which IFAD engages, with a medium-term perspective and high visibility; (iii) institutions in which IFAD's influence at the governance level requires demonstrated ownership and financial contribution, including for leveraging cofinanciers; and (iv) high potential for collaboration and synergy with IFAD, and for global impact. For global and regional grants to institutions that are unique in their normative, policy or representational mandates, and therefore have no competitors, a direct attribution is possible. This may include institutions for regional integration, global or regional apex organizations of agricultural and rural producers, and United Nations institutions.

### Box 10 • Drawing on emerging expertise in Latin America: the case of the MKTPlace grant

The second IFAD grant provided to finance the marketplace can be considered a regional grant. Brazilian policies, agricultural research and social programmes provide an important element of linkage between that country's experience and the goals set by the governments of the Caribbean, South and Central American countries. Good examples of Brazil's experience include programmes such as the Zero Hunger agricultural research developed by Embrapa, with programmes implemented by the Ministry of Agrarian Development to support family farming as well as social protection schemes. In this context, the LAC-Brazil Agricultural Innovation Marketplace initiative is intended to contribute to agricultural development in Latin America, focusing on the poor, and benefiting from the very positive experience of the Africa-Brazil Agricultural Innovation Marketplace. As part of the grant activities, a strategic alliance with the Inter-American Institution of Cooperation for Agriculture (IICA) was established. With a history/experience of almost 70 years, IICA is an intergovernmental specialized agency of the Inter-American System for agriculture, and its main objective is to promote a more inclusive, competitive and sustainable development of the agriculture in the Americas.

### Drawing on emerging expertise and facilitating SSC exchanges between countries with similar economic development and shared challenges

Specialized knowledge found in a region can be easily transferred to neighbouring countries that generally share similar conditions. In the case of the **ASEAN Learning Route on Agricultural Cooperatives**, the knowledge-provider countries were Thailand and the Philippines, making continued efforts to mobilize their agricultural cooperatives to empower farmers, enhance their access to markets and improve their food security. Members of ASEAN EC, Thailand and the Philippines can share useful lessons for problem solving, including on cooperatives' market integration. For Thailand, the particular expertise on cooperative development was identified during a stocktaking exercise during the first phase of the **ROUTASIA grant** by Procasur. During this exercise, "local knowledge champions" were identified and trained as knowledge service providers. As the Philippines was not a recipient of the first ROUTASIA grant, the knowledge generation/identification process was held during the second phase of the grant.

The **District Livelihood Support Programme (DLSP)** in Uganda drew from earlier experiences with household mentoring approaches implemented in Zambia and Kenya. Procasur's LRs exposed project staff to the value of household mentoring, which in turn led to the development of clearer guidelines on how to implement HHMs. The **Gender in Value Chain Development Programme (GENVAD)**, an IFAD/Oxfam Novib cofinanced grant, was working towards adapting and integrating similar participatory action learning methodologies into the policies of about 10 civil society organizations in Nigeria, Rwanda and Uganda. Here again, Procasur helped disseminate the lessons learned from using these methodologies beyond these countries, using e-forums, capacity development events and an LR, "Innovative Tools and Approaches to Enhance Gender Equality in Value Chain Development."



### **Specialized knowledge emerging from IFAD-funded projects**

Specialized knowledge can emerge from the implementation of IFAD-funded projects, where SSTC becomes a means to scale up successful interventions. This is the case of the Agrinovia master's programme which draws on emerging expertise in the region. Supported by the PPILDA project, Niger had successfully tested and implemented a new approach to horizontal dissemination of local innovations, through the development and application of new, co-research methodologies, which resulted in the sustainable productivity improvements of thousands of farmers and increased their household resilience. The Agrinovia master's programme focuses on the dissemination of this "PPILDA Approach" to participants, through knowledge exchange between development practitioners mainly from IFAD-funded projects, and universities.







## Section 5 • Main lessons learned and opportunities for the future

This section draws on the main lessons that emerged from the case studies and the data analysis carried out for this report, and identifies a set of challenges and opportunities for replicating successful models and for improving IFAD's overall SSTC delivery.

### Lessons for replicating successful models

#### Reporting on and monitoring of SSTC activities

A key lesson emerging from the case studies is that IFAD SSTC activities, implemented through its grants and loans, are often not categorized as such. As a result, SSTC activities are not planned at a higher level or designed at the activity level to have clear, relevant and results-oriented objectives. Furthermore, one main reason for this lack of "SSTC categorization" is that IFAD's definition of SSTC has been kept quite general. There is, therefore, scope for IFAD to be more strategic in how it defines SSTC and supports it within its business model. Efforts should be made to build a more structured approach to keeping a better track of SSTC outcomes. An appropriate tracking system could also help grants identify shortfalls early and collect timely feedback for better implementation. Ideally, it should be specified – from the concept stage – whether a proposed loan or grant follows an SSTC approach, and whether as a whole or partially. In addition, much of SSTC success depends on staff time invested in preparing, conducting and following up on SSTC activities. For instance, in the Agrinovia initiative, the key lesson is that the people behind the experience (the PTA grants officer, the country programme managers, the in-country personnel, the grant recipient, etc.) were the key drivers of success.

#### SSTC mechanisms for knowledge-sharing and capacity-building

IFAD and its partners have developed and supported a variety of innovative mechanisms through which countries in the Global South have been able to generate and share knowledge around successful development experiences and practices. Moving away from top-down models of delivery of assistance, these mechanisms have been based on mutually beneficial **partnerships of learning** and have become central to IFAD's support to SSTC globally. Among the most successful ones are LRs, exchange platforms and regional knowledge centres.

**The learning route** methodology has proven to be highly relevant, effective and efficient for SSTC delivery. Most importantly, the **innovation plans** drawn by LR participants

have been crucial in instilling ownership and ensuring the scaling up of innovations in IFAD-funded projects. As such, LRs can be considered powerful vehicles for change in IFAD's country programmes. The continued financing of these IPs through seed capital – from IFAD grants as well as from partners – has had positive impact on the adoption of innovations at the country level, and leveraged government funding to allow for further scaling up.

**The exchange platform** instrument allows users to match southern countries' needs for expertise with available knowledge and solutions. The development of such platforms has followed different models, the IFAD-supported "virtual marketplace," between Brazil and African researchers, being among the most successful. While the success of exchange platforms lies in their capacity to identify needs and matching solutions (technologies, research, etc.), there is little evidence of the adoption and scaling up of these solutions at the country level. Due to insufficient attention to monitoring uptake, it is difficult to see the impact that the application of South-South solutions may have had on agricultural development and rural poverty reduction.

**Regional knowledge centres**, such as ICIPE, and **international network organizations**, such as INBAR, have been strengthened through IFAD financial support and partly also through building the capacities of southern institutes to contribute. Support to such initiatives is of strategic significance to IFAD's business model, but – as shown in the INBAR and ICIPE cases – it lacks a clear SSTC development strategy. Without a clearly defined understanding of SSTC (a "minimum package" of South-South exchange), it is difficult to differentiate "business-as-usual" support provided by a southern implementing partner from well-developed South-South support. To address this challenge, IFAD would need to better monitor SSTC activities, not only by measuring output indicators but also by adding process indicators into its M&E systems.

### Ownership by the participating countries

A key lesson drawn from a number of case studies<sup>36</sup> is that IFAD's role in SSTC has helped **instil trust and credibility among partners** and has **increased ownership of solutions** among the supported countries. Acting mainly as a facilitator, IFAD has helped link partners to technical networks. As a **neutral broker** supporting knowledge exchange and policy platforms, the Fund has influenced some key SSTC decisions (without being the decision maker), for example regarding the choice of technical areas to be included for support, or topics to be added to agendas.

The experience of the China SSTC grant exemplifies a missed opportunity – when promoting a new partnership with a middle-income country – to ensure effective participation and ownership by recipient countries. A structured approach is needed to engage IFAD's main beneficiaries as early as possible in the knowledge creation and management process in order to capture their specific interests and needs. This can be facilitated through systematically analysing participants' knowledge gaps, and their demands for training, peer-to-peer exchanges, etc.

<sup>36</sup> E.g. the MERCOSUR CLAEH grant, the NEN corridor exchange grant and the Innovation Marketplace initiative.



### Partnerships selection and expertise of the grantees

Solid partnership agreements between IFAD and implementing agencies play a defining role in the Fund's successful engagement in SSTC. Long-standing strategic partnerships with identified key partners are critical to ensuring the impact and continuity of horizontal support and to fully leverage the power of SSTC. However, to efficiently nurture relationships with the existing grantees and develop innovative partnerships, IFAD will need to develop specific criteria for the selection of South-South partners, as well as partnership models, profiles and databases. This will allow for in-house knowledge capitalization on southern partners and could be used by the Fund to promote South-South partnerships more strategically within its investment portfolio.

### SSTC initiating to break IFAD silos

Two thirds of the case studies show that, through SSTC, IFAD facilitates interregional and intraregional exchanges that go beyond partnerships among neighbouring countries. Specifically, SSTC across regions have been successfully promoted between Africa and Brazil (Embrapa MKTPlace grant), China and Argentina (Twinning Programme), North Africa, Middle East, Eastern Europe and Central Asia (NEN Corridor Exchange grant) as well as India and African Islands (INBAR bamboo livelihoods grant). Intraregional SSTC initiatives have facilitated regional integration in the case of Niger and Nigeria, and for the ASEAN countries. Nevertheless, the ASEAN ALRAC represents a missed opportunity for IFAD to promote interregional cooperation for regional integration, using the long-standing experience of the MERCOSUR Programme in Latin America.

## Opportunities for strengthening IFAD's delivery of SSTC

Going forward in expanding its role as SSTC facilitator, IFAD is likely to face some challenges that could be converted into opportunities for improved impact on the ground.

### Opportunities to better monitor and analyse IFAD's commitment to facilitating SSTC at the corporate level

Revised quantitative data shows that IFAD has been steadily strengthening its commitment to facilitating SSTC by increasing SSTC-specific activities in loans and grants since 2011. Moving forward, these activities must be monitored and reported **at the corporate level** in order to determine how the landscape of SSTC is changing within IFAD over the years. One of the key limitations, at present, is the lack of explicit markers or indicators within the current management information systems and internal reporting requirements. Consultations with divisional focal points confirmed these constraints, as well as the interest of staff in having these aspects formalized for easier accounting purposes within existing tracking systems.

With the current update of IFAD's internal monitoring systems ongoing, 2017 marks a crucial time: an opportunity to formalize the reporting and tracking of SSTC activities in loans and grants. With the updated database produced for this report acting as a template, the following added elements could constitute minimum requirements for a good tracking tool.

- i. **Flag/marker** (e.g. checkbox): highlight the project or grant/loan as one that contains SSTC;
- ii. **Type of collaboration**: peer-to-peer, knowledge platform, etc.;
- iii. **Learning subject**: specific to the SSTC activity (not the overall grant/project) and from an agreed list, so as to maintain consistency and enable comparative analysis;
- iv. **Description of activity, with focus on process**: how knowledge transfer will be/was facilitated;
- v. **Funding allocations**: the amount of the overall grant/loan allocated to SSTC activities;
- vi. **South-South exchange**: indicate solution seekers and solution providers.

Monitoring and measuring activities adequately will likely enrich reporting on SSTC with more robust data, allowing for analysis to feed back to Member States. The SSTC tracking tool should be fully part of a global IFAD M&E system that also includes activities in other mainstreamed areas.

### Opportunities to better analyse and monitor progress of SSTC at the project level

One of the key challenges emerging from this review relates to the lack of systems available in IFAD to track the activities, outcomes and impacts of SSTC initiatives **at the project level**. This is especially true in cases where SSTC initiatives are part of a larger loan, but it was also found to be a challenge in distinct SSTC-specific grants.

Mechanisms to **measure the contribution of SSTC** to the achievement of project/programme objectives need to be built into both loans and grants, with dedicated indicators. Specific **reporting** requirements on how the project implemented SSTC activities also need to be integrated into the project's reporting system, emphasizing: (i) how knowledge/technology exchanges among solution seekers and providers were facilitated; (ii) what the value added of IFAD as facilitator was; and (iii) what the impacts were on policies, institutions and beneficiary groups, as a result of applying new knowledge and solutions. To provide the needed guidance in SSTC reporting, IFAD could prepare detailed guidelines which would include a **clear definition of the elements constituting SSTC in the IFAD context**. Detailed SSTC guidelines will also help grantees to improve the quality of information (data, process, cases and change agents) that would enable transparency and results orientation.

Another challenge relates to the lack of **systematized linkages between IFAD loan-funded projects and SSTC grants** within the same country and at the regional level. There are ample opportunities to strategically enhance the mainstreaming of SSTC into country programmes, through promoting a common IFAD understanding of SSTC at the country level and engaging IFAD country teams in SSTC grant steering committees and COSOP design. The latter offers an opportunity to assess areas of demand for South-South learning and/or potential solution providers.

In light of IFAD's evolving architecture and corporate priorities, including SSTC, the Fund is now implementing an **IFAD Operations Academy** to ensure that operational staff internalize IFAD's commitments and can reflect them across its operations. The Academy provides a structured learning environment with a mix of core training (mandatory),

technical training and peer-to-peer exchanges. Training on SSTC will be delivered as part of the core curricula within the learning module on developing countries' strategies (COSOPs). In addition to the core learning curricula, it will also be possible to organize more focused technical training around SSTC or more informal peer-to-peer learning events where staff can exchange their experiences and challenges.

### Opportunities to improve the quality of the SSTC portfolio

IFAD's capacity to assure the technical quality of SSTC exchanges remains a challenge. The quality, quantity and accessibility of knowledge offered by SSTC can be enhanced, building on the wealth of solutions and experiences generated from southern partners of IFAD-funded projects. Knowledge generated through SSTC initiatives needs to be adequately captured, communicated and disseminated so that others have the possibility to learn from innovative solutions. This could be achieved by **building up a catalogue of rural development solutions and using the exchange platform model to make them accessible**.<sup>37</sup> This could also be possible through integrating SSTC into the IFAD knowledge management strategy, building for instance thematic networks with IFAD's partners from the Global South or analysing IFAD's and other partners' portfolios at the design stage to learn from others' experiences. Linked to this, IFAD could also use "diversified" and inter-divisional country programme management teams to transfer knowledge from one portfolio to another.

Most IFAD-funded SSTC activities are implemented through NGO partners that operate in a specific local area, and continue to do so beyond the end of the IFAD project. The knowledge of such NGOs is extremely valuable and yet not always sufficiently known or easily transferable across borders through SSTC activities. IFAD should take every opportunity to build the bridges needed for such knowledge to be transferred and translated into development investment. The Fund may consider developing a global compilation of all related projects, building a catalogue of NGOs' expertise and their potential as knowledge solution providers.

### Opportunities to strengthen successful existing SSTC partnerships and to bridge knowledge gaps

IFAD's role as facilitator/broker goes way beyond its funding role: facilitating SSTC requires making the "perfect" match between demand and supply, ensuring that a balance is struck between the desire of provider countries to showcase and apply their solutions, and the necessities and needs of potential host countries. Making the match includes using contacts as well as presence in the field, backstopping and providing technical expertise, organizing logistics and coordinating SSTC initiatives. IFAD's role is also about promoting South-South exchanges, validating projects/initiatives as well as providing continuity through an institutionalized form of cooperation that goes beyond ad hoc approaches while also giving visibility to SSTC initiatives. Although many of these roles are not so apparent, they form part of being a broker, and go well beyond simply providing the necessary funding.

IFAD as a **knowledge broker** has shown itself to be effective in bridging knowledge gaps through linking supply and demand of expertise, experience and technology. The exchange platform model has been successful in improving cross-regional and

<sup>37</sup> *IFAD's Approach to South-South and Triangular Cooperation* (EB 2016/119/R.6), Rome, 14-15 December 2016.

intraregional collaboration for results, at both the programme and the policy levels. An opportunity to scale up this experience and broaden the impact would be **to systematize the creation of these exchange platforms to all the regions covered by IFAD** so that countries and IFAD's investment projects can rely on South-South solutions. Regional electronic platforms such as IFADAsia, which promotes networking, knowledge exchange and communication within IFAD's regional network/community, could also be used as vehicles for scaling up SSTC.

Some case studies reviewed (i.e. the ICRAF, INBAR and ICIPE cases) point to a lack of systematic involvement of country-to-country exchange and peer-to-peer sharing relying exclusively on the expertise of the grantee and its institutional partnerships. This appears as a missed opportunity for improving SSTC delivery through exchange visits to past project sites and using, for instance, lead trainers or lead farmers from past projects. There is a need, at the formulation stage, to better design the core package of SSTC activities (including its impact, process and output indicators) that should be developed and monitored under the grant agreement. SSTC initiatives such as the IFAD MERCOSUR CLAEH Programme or the Innovation MKTPlace Initiative are good examples of how IFAD can act as knowledge broker, and should be used as models for replication in other regions.

#### **Opportunities for IFAD to promote new SSTC partnerships and to learn from them**

IFAD is called upon to address the demand for more diverse and alternative support to SSTC, coming from MICs that are interested in expanding their SSTC portfolio. A number of MICs are in search of opportunities to invest public and private funds in agricultural development in countries of the South, using SSTC. In response, **IFAD needs to decide on its corporate position vis-à-vis this global demand, especially in relation to whether or not such initiatives from MICs may be considered under the SSTC heading.**

IFAD should also take the opportunity to learn from its existing initiative with MICs (e.g. China) in order to **build their capacities to deliver relevant and well-designed SSTC activities, ensuring participation and ownership by recipient countries as well.** IFAD has substantive experience in developing countries, designing demand-driven activities, collecting project feedback effectively, and disseminating knowledge globally, and has therefore opportunity to support MICs. Opportunities for the Fund to improve MICs' SSTC implementation should be geared towards: (i) piloting demonstrative proposals to be scaled up; (ii) including mid-project review mechanisms to monitor project implementation and readjust priorities when needed; and (iii) providing recommendations on capitalizing on similar SSTC initiatives supported by other donors.



### Strengthening and building new collaborations with Rome-based agencies around SSTC

IFAD's ambition to deliver more and better SSTC activities can be raised by developing new inclusive and innovative partnerships with the Rome-based agencies (RBAs),<sup>38</sup> Member States, and others at the corporate and country levels. IFAD could position itself as a *partnership builder* that plays a strong role in rallying development partners around inclusive SSTC partnerships and strategic alliances, mobilizing resources and expertise.

**At the corporate level**, there is interest from all three RBAs to work closer together on SSTC, and discussions are ongoing to improve collaboration on different levels. The RBAs have, for instance, organized and hosted a joint side event, *South-South and Triangular Cooperation for Food and Agriculture: Southern networking and knowledge-sharing as a key means towards achieving SDGs*, on the occasion of the Global South-South Development (GSSD) Expo in Dubai, in November 2016. By joining forces, the RBAs have a potential to use their individual comparative advantages to leverage greater attention on SSTC and achieve more visibility and outreach, for instance through joint events, conferences or publications.

**At the country level**, there are ample opportunities for closer interaction with FAO and the World Food Programme offices to attain quick wins, for instance through joint staff training, in-country pilot projects to capture knowledge, and information sharing on strategic and operational approaches. Discussions are currently ongoing between IFAD and FAO on collaboration in support of the FAO-China Trust Fund. A proposal on such cooperation has already been discussed at the *Sixth Annual Consultation Meeting of the FAO-China Programme* and received support from the Chinese government. A pilot project is to be developed, which could also serve as a blueprint for further collaboration between IFAD and FAO at the project level, beyond the scope of the FAO-China programme.

**Inter-RBA knowledge-sharing on SSTC** could furthermore be fostered through working more closely on the compilation of the expertise that each of the agencies has gathered over the years regarding, for example, different approaches, procedures and modalities of engaging in SSTC. Although such exchanges are already taking place on a regular basis at the working level, they could become more formalized/institutionalized, including at the management level.

38 IFAD, FAO and World Food Programme.







# Annex I • Case studies

Short list of SSTC case studies selected for the report

Case studies	Financing instrument	Total amount	Participating institution(s)	Learning subjects	IFAD strategic objectives
<b>East and Southern Africa</b>					
<b>1. Programme for Enhanced Bamboo and Rattan-Based Smallholder Livelihood Opportunities (INBAR II)</b> South-South knowledge transfer strategies for scaling up pro-poor bamboo livelihoods' income and employment creation, and environmental management Countries involved: <b>Ethiopia, India, Madagascar, United Republic of Tanzania</b>	Small Grant	US\$500 000	International Network for Bamboo and Rattan (INBAR)	Agricultural development, value chains, rural enterprises, natural resource management (NRM)	1,2,3
<b>2. Alternative Livelihoods for Food and Income Security in Four Indian Ocean Island Nations (Mauritius, Seychelles, Comoros and Madagascar) and in Zanzibar (United Republic of Tanzania)</b> ICIPE bee-keeping technologies; value addition and markets: <b>Ethiopia, Kenya, Sudan, Uganda, Yemen</b>	Large Grant	US\$1.5 million	International Centre of Insect Physiology and Ecology (ICIPE)	Agricultural development, value chains, rural enterprises	1,2
<b>3. Household Methodologies (HHMs) and the Gender Action Learning System (GALS)</b> Countries involved: <b>Ethiopia, Malawi, Nigeria, Rwanda, Sierra Leone, Uganda, Zambia</b>	Large Grant	US\$2.2 million	Oxfam Novib	Gender and value chain development	1,2

Case studies	Financing instrument	Total amount	Participating institution(s)	Learning subjects	IFAD strategic objectives
<b>West and Central Africa (WCA)</b>					
<b>4. Family Farming Development Programme (ProDAF) in Maradi, Tahoua and Zinder Regions (Niger)</b> “Working together with the Climate Change Adaptation and Agribusiness Support Programme in the Savannah Belt (CASP) in Nigeria to facilitate cross-border trade.” Also regional trade integration and value chains. Countries involved: <b>Niger, Nigeria, United Republic of Tanzania</b>	Loan	US\$207.2 million	The Republic of the Niger The Federal Republic of Nigeria	Agricultural development, value chains, rural finance, rural enterprises, community development, rural infrastructure, NRM	1,2,3
<b>5. Parkland Trees and Livelihoods: Adapting to Climate Change in the West African Sahel</b> Countries involved: <b>Burkina Faso, Mali, Niger</b> ; themes: gender, climate change, forestry, enterprises, water	Global thematic grant	US\$1.5 million	World Agroforestry Centre (ICRAF)	NRM, community development, rural enterprises	1,2,3
<b>6. Agrinovia Innovation and Rural Development, MSc Programme</b> From a pilot programme in Niger to an international master’s course in Burkina Faso ( <b>Agrinovia</b> ), WCA. Support to Inter-University partnership for strengthening innovation capacities Regions involved: <b>West and Central Africa, Europe</b>	Italian supplementary funds	US\$50 000	University of Ouagadougou, Burkina Faso	Improvement of rural human capital Long-term sustainable rural development policies	1,2,3



Case studies	Financing instrument	Total amount	Participating institution(s)	Learning subjects	IFAD strategic objectives
<b>Asia and the Pacific</b>					
<p><b>7. The China-IFAD Partnership:</b> (i) China SSC Grant to promote Knowledge-Sharing on Agricultural Development and Poverty Reduction between China and Africa (2011-2014); (ii) Xinjiang, China – San Juan, Argentina exchanges and twinning arrangement (2013-2015)</p> <p>Countries involved:  <b>Argentina, Bangladesh, Bhutan, Burundi, Cameroon, China, Eritrea, Ethiopia, Egypt, Ghana, Indonesia, Kenya, Lao People's Democratic Republic, Madagascar, Malawi, Mozambique, Nepal, Nigeria, Pakistan, Sierra Leone, Sri Lanka, Sudan, Tajikistan, United Republic of Tanzania, Zambia</b></p>	Country Grant and Loan	US\$338 000	International Poverty Reduction Centre in China (IPRCC)	Agricultural development, rural finance	1,2
<p><b>8. Agriculture Cooperatives: Medium-Term Cooperation Programme with Farmers' Organizations in Asia and the Pacific (MTCP-2), and Procasur-ROUTASIA ASEAN Learning Route on Agriculture Cooperatives</b></p> <p>Exchanges between farmers' organizations in 17 countries in Asia and the Pacific: South Asia (<b>Bangladesh, India, Nepal and Sri Lanka</b>), Southeast Asia (<b>Cambodia, Indonesia, Lao People's Democratic Republic, Myanmar, Philippines and Viet Nam</b>), China, in the Pacific (<b>Fiji, Papua New Guinea, Samoa, Solomon Islands, Tonga, Vanuatu</b>) – 100 national farmers' organizations and 1 800 local FOs representing 20 million farmers</p>	Regional Grant	IFAD (US\$2 million), SDC (US\$3 million) and EU (EUR 7.6 million)	Regional implementing agencies (RIAs): Asian Farmers' Association for Sustainable Rural Development (AFA) and La Via Campesina (LVC), ASEAN Foundation and Procasur/ROUTASIA	Agricultural development, farmers' organizations, policy dialogue, value chains, rural enterprises, community development, NRM	1,2

Case studies	Financing instrument	Total amount	Participating institution(s)	Learning subjects	IFAD strategic objectives
<b>North Africa, Near East and Europe</b>					
<b>9. South-South and Triangular Cooperation for Agricultural Development and Enhanced Food Security (SSTC-ADFS)</b> in the NEN Region ( <b>Corridor Exchanges</b> ) involving several countries in <b>North Africa and Central Europe</b> on biotech, water, farmers' organizations Countries involved: <b>Algeria, Kazakhstan, Kyrgyzstan, Morocco, Sudan, Tunisia, Turkey, Uzbekistan</b>	Regional Grant	US\$2.4 million	United Nations Office for South-South Cooperation (UNOSSC)	Agricultural development, NRM, community development, rural enterprises	1,2,3
<b>10. First Sudanese Learning Route on Natural Resource Management and Agricultural Productivity</b> WSRMP and BIRDP's IFAD project staff participated in the learning routes (LRs) in <b>Kenya and Uganda</b> , including various other regional activities through the regional network Karianet II	Loan	US\$27 000	Procasur	Agricultural development, NRM	1,3
<b>Latin America and the Caribbean (LAC)</b>					
<b>11. Deepening and Expansion of the Public Policy Dialogue Platform on Family Farming, Food and Nutritional Security, and Rural Development in Latin America and the Caribbean (MERCOSUR CLAEH/REAF)</b> Programa de Consolidación Institucional de la Reunión Especializada Sobre Agricultura Familiar del Mercado. Countries involved: <b>Argentina, Brazil, Chile, Paraguay, Uruguay</b>	Global Grant	US\$1.9 million	Centro Latinoamericano de Economía Humana (CLAEH)	Agricultural development, community development	1,3
<b>12. Agricultural Innovation Marketplace (MKTPlace)</b> with the Brazilian Agricultural Research Corporation ( <b>Embrapa</b> ), involving also an exchange between <b>African and LAC Universities</b> Countries involved: <b>Brazil and seven countries in Africa</b>	Grant	US\$500 000	Fundação Arthur Bernardes (Funarbe)	Agricultural development, NRM	1,2

## Long list of SSTC case studies proposed

### Full table containing all Focal Point suggestions

Regions		AR4D	PTA	ECD
<b>East and Southern Africa</b>				
1	South-South knowledge transfer strategies for scaling up pro-poor bamboo livelihoods income and employment creation and environmental management in Africa to Ethiopia, India, Madagascar, United Republic of Tanzania. Regional grant. Agriculture Development. Partner: INBAR.	X		
	Coalition for Africa Rice Development (CARD) – rice exchange Africa to India – Cameroon, Ghana, Guinea, Kenya, Madagascar, Mali, Mozambique, Nigeria, Senegal, Sierra Leone, United Republic of Tanzania, Uganda, Benin, Burkina Faso, Côte d'Ivoire, Central African Republic, Democratic Republic of the Congo, Ethiopia, Gambia (The), Liberia, Rwanda, Togo, Zambia.	X		
2	Alternative Livelihoods for Food and Income Security in Four Indian Ocean Island Nations (Mauritius, Seychelles, Comoros, Madagascar) and in Zanzibar (United Republic of Tanzania) – ICIPE – bee-keeping technologies, silk worm – value addition and markets – Kenya, Ethiopia, Sudan, Uganda, Yemen. “The project builds on lessons learned under IFAD’s previous grant to ICIPE on Scaling Up Bee-Keeping and Other Livelihood Options to Strengthen Farming Systems in the Near East and North Africa (NENA), and East Africa (grant n.1229: 2010-2014), which successfully piloted adoption of improved bee-keeping technologies among poor communities in Kenya, Ethiopia, Sudan, Southern Sudan [sic], Uganda and Yemen. The project aimed to scale up bee-keeping and livelihood options for better income through enhanced productivity, organic certification and crop pollination services for better yields. ICIPE provided on-site training in hive management, harvesting techniques and methods of handling honeycomb by smallholder farmers. The ICIPE model linked bee-keeping to participatory forest conservation through the value chain approach using technology transfer, training, products and marketplace development.”			
3	Dairy Hub Model, with Heifer International and the Bill & Melinda Gates Foundation, with Rwanda (Tested in), implemented in Kenya and TZ.			
4	Kenya – Programme for Rural Outreach of Financial Innovations and Technologies (PROFIT) – Country Grant (Rural Finance) – “PROFIT has hosted a mission from Ghana, which was interested in learning more from the programme and more of such knowledge-sharing visits are expected in the future. Moreover, the National Treasury has showed interest in replication or scaling up the model after programme closure.” “Challenges to project, but still interesting as a pilot.”			
5	Smallholder Dairy Commercialization Programme (SDCP) – Country Grant – Agriculture Development – “Upper Tana Catchment Natural Resource Management Programme (UTANRMP) PCT visited the IFAD-funded Smallholder Dairy Commercialization Programme (SDCP) in Nakuru for a knowledge-sharing and learning session on administration of matching grants. The knowledge-sharing visit included meeting with the SDCP, county implementation officers, beneficiaries and field visits to beneficiary groups. Further, the project continues to facilitate implementing officers to relevant knowledge management (KM) workshops with an aim of adding value to project implementation. Notably, the project has facilitated officers to IFAD East and Southern Africa regional Implementation Workshop held in Madagascar, REACTS workshop in Rwanda and to a workshop on integrated agricultural production systems for the poor and vulnerable in dry land areas held in Egypt.”			

Regions		AR4D	PTA	ECD
<b>East and Southern Africa</b>				
6	Management of Agricultural Water In ESA (IMAWESA) – Regional Grant – Large-NRM “developed a learning alliance on agriculture water management. The learning alliance provided a platform for information and experience exchange between IFAD projects and other relevant stakeholders such partners as Ag Water Solutions, African Groundwater Network, government research institutions in Sudan, Mozambique, Ethiopia and Uganda and other IFAD-supported grants, including the Spate Irrigation Network and the Smart ICT project. Four ESA [East and Southern Africa] projects, Ethiopia (PASIDP), Swaziland (LUSIP, LUSIP-GEF) [Lower Usuthu Sustainable Land Management Project – Global Environment Facility], and [United Republic of] Tanzania (ASSP & ASDP-L) participated in the full learning process.”			
7	Learning Routes: Knowledge Management and Capacity-Building Tool for Rural Development in East and Southern Africa (ROUTESA)-Procasur-Regional Grant-AG. DEVT-Rwanda, Malawi, Ethiopia, Peru (service provider). “Procasur has been successful in the dissemination of innovations and best practices through the LR methodology resulting in tangible outcomes at the project level. The grant documented 68 case studies and 8 impact case studies focusing on host cases of the LRs and innovation plans (IPs) implemented. Throughout the cycle of the project, 205 IPs were designed and 32 co-funded between Procasur and the projects. 872 local champions participated in building and sharing knowledge and 90 knowledge champions enabled to provide training services in different thematic areas. The most tangible outcomes of the LR took place in Uganda (DLSP) with the piloting of the Household Mentoring Methodology and the Gender Action Learning Systems (GALS) and Rwanda where LR triggered the spread of System of Rice Intensification (SRI) under PAPSTA and Community Innovation Centres (CICs).”			
8	Strengthening Capacity of East African Farmers’ Organizations through Knowledge Management and Institutional Development – Regional Grant – Rural Enterprises. “Exchange visits and mentorship tool. EAFF [Eastern Africa Farmers Federation] has created awareness of two success cases of good business models that are being implemented in different contexts by NFOs [national farmers’ organizations] in Kenya and Uganda. These business models are: 1) KACOFA, which is the example of smallholder farmers’ transformation from subsistence to semi-commercial in Kapchorwa district in the eastern part of Uganda, known for its successful warehouse receipt systems, collective/bulking marketing and supply contract with East Africa Breweries Ltd. and; 2) the successful Agribusiness Trade Fair Model of Kenya Livestock Producers Association (KLPA) in Kenya. The direct target groups were EAFF secretariat and the national farmers’ organizations in Burundi, Kenya and United Republic of Tanzania while indirect beneficiaries were all other EAFF NFOs.”			
9	Ethiopia – Rural Financial Intermediation Programme II – Loan – Rural Finance-Solution Providers: India, Indonesia, Philippines. “Training and exposure visits on ‘Capital Goods Lease financing’ (India), Risk Based Supervision (Indonesia) & Micro-Insurance Literacy (Philippines).”			



Regions		AR4D	PTA	ECD
<b>East and Southern Africa</b>				
10	Malawi – Sustainable Agricultural Production Programme (SAPP) – Loan – Agricultural Development. “Regional Knowledge Networking to be pursued for Good Agricultural Practices (GAPS). International Technical assistance to support project start up to be verified. Close coordination with the IFAD-supported regional programme “Facilitating the Adoption of Conservation Agriculture by Resource Poor Smallholder Farmers in Southern Africa,” which is managed by CIMMYT [International Maize and Wheat Improvement Center] and implemented in partnership with national institutions.” “Exchange of project staff for project supervision between the Zambia and the Malawi portfolio during the last few years. SAPP in Lesotho came to Malawi to learn from RLEEP [Rural Livelihoods and Economic Enhancement Programme]’s work on their value chain approaches.” Solution seeker: Malawi, Zambia, Lesotho. Provider: Malawi, Zambia.			
11	Rwanda – Project for Rural Income through Exports (PRICE) – Loan – Rural Finance. “Planned marketing tours to visit international buyers or participate in trade fairs for coffee, training and other capacity-building support, including visits to NUCAFE [National Union for Coffee Agribusinesses and Farm Enterprise] in Uganda and Oromia in Ethiopia, to be facilitated by EAFCA; training and other capacity-building, including visits to the Kenya Tea Growers Association.” Solution Provider: Kenya, Ethiopia, China. “Notable progress has been made in the past year, and the programme has facilitated exposure to international markets by taking different horticulture companies and/or cooperatives to Dubai exhibition (October 2015), Kenya study tour (December 2015) and Berlin Fruit Logistica Trade Fair (February 2016). Reports show that both beneficiaries and NAEB [National Agricultural Export Development Board] staff who attended these events have acquired additional knowledge and better understanding of market forces, quality requirements and opportunities for Rwanda horticultural value chains.”			
12	Rwanda – Kirehe Community-based Watershed management Project (KWAMP) – Loan – Agricultural Development. “Organize study tour to visit Cypro East Africa’s biogas model running milking machines and other agricultural machinery such as chaff cutters and water pumps; In addition, the new IFAD regional grant to Heifer International with regard to the integration of dairy hub model in IFAD-funded projects will be linked to farmers supported by KWAMP. That will present an excellent opportunity to support farmers who benefited from the intensification activities implemented by the project. Together with the post-harvest activities of PASP with regard to the dairy VC, livestock farmers will be supported for the establishment of dairy hubs similar to those put in place by the East Africa Dairy Development Programme implemented by HPI between 2008 and 2013.” Solution provider: Peru.  <b>Also recommended by the Environment and Climate Division (ECD):</b> “On the issue of biogas. In 2016 a team composed of PIU [IFAD Project Implementation Unit] members, implementing partners and farmer beneficiaries from the PAPAM/ASAP project in Mali visited the Kirehe Community-Based Watershed Management Project (KWAMP) in Rwanda on the theme of the installation and management of flexi-biogas systems. As a result of the visit, a technical assistance mission was organized for two Rwandan technicians to train Malian entrepreneurs in the construction of mixers and underground pipes. This resulted in improved technical quality of the Malian biogas systems and in local capacity development. (You can read more about this in the PAPAM/ASAP [Financing from the Adaptation for Smallholder Agriculture Programme] Mid-term Review and supervision mission report plus on the activity report [in French] and here <a href="http://ifad-un.blogspot.it/2016/06/visite-dechanges-du-projet-papamasap-du.html">http://ifad-un.blogspot.it/2016/06/visite-dechanges-du-projet-papamasap-du.html</a> .) “Biogas – both the Flexi systems pioneered by Dominic and the SIMGAS from [United Republic of] Tanzania – we promoted in Swaziland.”			X

Regions		AR4D	PTA	ECD
<b>East and Southern Africa</b>				
13	Zambia-Rural Finance Expansion Programme – Loan – Rural finance. “Mobile Banking – window built on experiences from other African countries (e.g. Kenya, Uganda) where mobile banking has revolutionized financial service delivery. During design, IFAD drew from the experiences in the region such as Kenya, Malawi, Uganda in mobile banking. In fact the mission leader for RUFEP [Rural Finance Expansion Programme] was also the main technical specialist during the design of PROFIT [Programme for Rural Outreach of Financial Innovations and Technologies] (Kenya). Experiences were also sought from Ugandan central bank staff. Currently, the deputy mission leader for supervision of RUFEP is a Kenyan rural finance expert. Budget was allocated for SSTC in the project to support exchange visits by ministry staff, PMU, central bank. The Zambian Government is seeking validation of its approach to mobile banking and agency banking.” Solution provider: Kenya, Uganda.			
14	Zambia – Smallholder Productivity Promotion Programme (S3P) – Loan – Rural enterprises. “Twinning of similar projects between Malawi and Zambia. S3P [Smallholder Productivity Promotion Programme] Zambia twinned with Malawi SAPP [Sustainable Agricultural Production Programme]; SAPP Zambia twinned with RLEEP [Rural Livelihoods and Economic Enhancement Programme] Malawi. This included the exchange of staff and peer-to-peer supervision.”			
15	Promotion of the Land Degradation Surveillance Framework (LDSF) approach across ESA region – this also happens mainly through GEF IAP [Global Environment Fund – Integrated Approach Pilot]. “The other programme that we mentioned as very relevant for South-South knowledge exchanges is the GEF IAP on Food Security – see <a href="http://www.ifad.org/documents/10180/6a34d2f3-3ca2-4e74-9344-c2b1a4a73e5d">www.ifad.org/documents/10180/6a34d2f3-3ca2-4e74-9344-c2b1a4a73e5d</a> for a short summary. The overall hub project has not yet started but I can share the project document for more information. Of the so-called child projects only Kenya and Swaziland have started. Of course this is much too early to talk about activities that have happened, but it is interesting to see the approach that the programme takes.”			X
16	“Upper Tana Nairobi Water Fund – example of South-South with water fund concept coming from South America.”			X
17	“Procasur learning route in Mozambique and Rwanda – see: the Learning Route: “Practical Solutions to adapt to climate change in production and post-harvesting sectors”; “Learning Route on Practical Solutions to adapt to climate change in production and post-harvesting sectors”; “Rwanda hosts Learning Route on Practical Solutions to adapt to climate change in production and post-harvest.”			X
18	“Chiefs from Swaziland going on a visit to [United Republic of] Tanzania through original Global Environment Fund Project.”			X
19	“Swaziland SMLP – Technoserve will introduce a large maize production approach they piloted in Eastern Cape of RSA – this is one of the GEF IAP projects [Global Environment Fund – Integrated Approach Pilot].” “The other programme that we mentioned as very relevant for South-South knowledge exchanges is the GEF IAP on Food Security – see <a href="http://www.ifad.org/documents/10180/6a34d2f3-3ca2-4e74-9344-c2b1a4a73e5d">www.ifad.org/documents/10180/6a34d2f3-3ca2-4e74-9344-c2b1a4a73e5d</a> for a short summary. The overall hub project has not yet started but I can share the project document for more information. Of the so-called child projects only Kenya and Swaziland have started. Of course this is much too early to talk about activities that have happened, but it is interesting to see the approach that the programme takes.”			X

Regions		AR4D	PTA	ECD
<b>East and Southern Africa</b>				
20	“When we met we also talked about ASAP Programme and its South-South approach and I mentioned that we organized the first ASAP South-South workshop last year – see <a href="http://ifad-un.blogspot.it/2016/11/building-bridges-between-climate-change.html">http://ifad-un.blogspot.it/2016/11/building-bridges-between-climate-change.html</a> – I can provide more information on the workshop if you think it is relevant.”			X
<b>West and Central Africa</b>				
1	Niger – ProDAF (Family Farming Development Programme) – loan. “Working together with CASP [Climate Change Adaptation and Agribusiness Support Programme] in Nigeria to facilitate cross-border trade.” Also regional trade integration and V-Cs; “unique for IFAD and something it wants to promote.”			
2	ACUA [Rural Populations of African Descent in Latin America] Foundation. “The Ministry organized a learning event to exchange knowledge and experiences related to traditional cuisine between Colombia and West and Central Africa (Nigeria & Benin) with Procasur.”			
3	Sierra Leone – Rural Finance and Community Improvement Programme II – Loan – Rural finance. “Exchanges with Liberia as input to design of new project (replication in Liberia).” “Exchanges with Ghana. The Rural Finance and Community Initiatives Project (RFCIP) in Sierra Leone held a study tour to learn from Ghana’s many years of experience in rural community banking. Ghana’s ARB (Association of Rural Banks) – Apex Bank is a ‘mini central bank’ that provides banking and non-banking services to rural and community banks to enhance monitoring, supervision and control of their operations. The Apex Bank has received global recognition and has become a model for those now used in other countries in the Western and central Africa region. ‘The Sierra Leone government wants to create rural financial institutions that will ensure that rural people have access to financial services and are able to participate in and take ownership of in the process,’ said Hubert Boirard, Country Portfolio Manager for Sierra Leone. ‘It has been recommended the creation of an Apex structure for monitoring, supervision and management of community banks.’ Eight study tour participants from Sierra Leone met with officials from Ghana’s Ministry of Finance, the Bank of Ghana, the Apex Bank, the Agricultural Development Bank and microfinance institutions.”			
4	Loan: Sao Tome and Principe – Participatory Smallholder Agriculture and Artisanal Fisheries Development Programme (PAPAFPA) (exchange visits to Madagascar [coffee sector], Cameroon and Brazil [food crop]) – “With Liberia on cocoa rehabilitation.”			
5	Loan: Sao Tome and Principe – PAPAC [Smallholder Commercial Agriculture Project] – “With Madagascar, for improving the quality of pepper, especially regarding the technical itinerary and the process. With Ecuador for rehabilitation cocoa programs. Kaoka, the cocoa buyer [French organic chocolate company] for CECAB [Export Cooperative for Organic Cocoa] made the link between his two suppliers.”			
6	Parkland Trees and Livelihoods – ICRAF – Mali, Burkina Faso, Niger – global thematic grant – Agricultural Development. Themes: gender, CC, forestry, enterprises, water.		X	X

Regions		AR4D	PTA	ECD
<b>East and Southern Africa</b>				
7	<p>Three related activities/follow-ups:</p> <p>1. GENDER JUSTICE IN PRO-POOR VAL (Rwanda, Nigeria and Uganda). "South-South peer learning and sharing of experiences is an important aspect of the GENVAD project as well as the GALS methodology itself. This was realized through visits, multistakeholder workshops and learning routes";</p> <p>2. HH methodologies in SSA (Rwanda, Burundi and the Democratic Republic of the Congo). "KM and South-South learning to support further scaling up, with a focus on French-speaking countries in sub-Saharan Africa";</p> <p>3. Community-led value chain development (Uganda, peer-to-peer capacity-building workshops; inter-regional).</p> <p>Gender Equality – Oxfam Novib – Regional grants.</p>		X	
8	<p>Joint FAO/IFAD Grant for Regional Capacity Development in Gender Equality and Women's Empowerment, including: Stand-alone workshops; study tours and exchange visits, to foster networking among gender specialists/project gender focal points (GFPs) and promote horizontal learning with and across regions and countries.</p>		X	
<b>Asia and the Pacific</b>				
1	<p>IFADAsia, a knowledge platform that facilitates knowledge-sharing within the Asia and the Pacific region.</p>			
2	<p>"ROUTASIA, a strategic partnership between IFAD and Procasur, has been developed to connect farmers and their innovations with governments, project officers, supporting agencies and other farmers to exchange knowledge and build capacity in the Asia-Pacific region. By joining 19 IFAD-supported projects in the region, this programme boosted valuable partnerships in peer-to-peer learning in various countries, including: Bangladesh, Cambodia, the Lao People's Democratic Republic, Nepal, Thailand and Viet Nam. In 2014-2015, ROUTASIA trained and mobilized over 100 local champions and had their competencies upgraded."</p>			
3	<p>RuFBBeP (Documenting Global Best Practices on Sustainable Models of Pro-Poor Rural Financial Services in Developing Countries), a Regional Grant in response to China's request to distil a few global best practices in rural finance (2014-2018).</p>			
4	<p>MTCP-2, regional grant that facilitated exchanges between farmers' organizations in 20 countries in Asia and Africa (2013-2016).</p>			
5	<p>China – SSC Grant to promote knowledge-sharing on Agricultural Development and Poverty Reduction between China and Africa (2011-2014). "The grant project Promoting South-South Cooperation with China in Poverty Reduction through Knowledge-Sharing built an SSTC platform to generate and facilitate a learning process and opportunities for collaboration among regional and global partners. The project organized six workshops (averaging about 100 participants from 25 countries per workshop), including the final workshop – the first one in Africa – in Mozambique. In addition, exchanges at district and provincial levels were organized in which development professionals from Africa, Asia and Latin America learned about Chinese rural development policies."</p>			



Regions		AR4D	PTA	ECD
<b>East and Southern Africa</b>				
6	Xinjiang, China–San Juan, Argentina exchanges and twinning arrangement (2013-2015). “In the period 2013-2015, delegations from IFAD’s Xinjiang Uyger Autonomous Region Modular Rural Development Programme in China visited IFAD-supported projects in San Juan province, Argentina, and vice versa. Following these exchanges, entry points for cooperation were identified, including: (i) sharing technical expertise on vineyard management and organizational experiences in developing cooperatives and producers’ groups – from San Juan to Xinjiang; (ii) sharing experiences on sustainable groundwater management and renewable energy technical facilities (e.g. solar and wind energy) – from Xinjiang to San Juan; (iii) exploring direct business cooperation in the sale of agroproducts; and (iv) organizing additional cultural exchange activities. Following the successful visits, the two provinces are considering formalizing the collaboration in a twinning arrangement.”			
7	India–Indonesia exchange visit (2016)			
8	South Africa–China visit on rural finance (2016)			
9	APR sub-regional hubs: the current APR decentralization architecture (in sub-regional hubs) had a positive impact on promoting SSTC, by favouring or promoting more contacts, exchanges and cross-learning among IFAD-funded projects in the different hubs. Examples of exchanges among projects can be provided, if needed.			
10	“China-Africa Development Fund-IFAD has an agreement with it for projects with Mozambique.”			
<b>North Africa, Near East and Europe</b>				
1	Corridor Exchanges involving several countries in N. Africa, C. Europe, on biotech, water, Farmers Orgs.			
2	Turkey <i>No information provided on details (project title, activities, etc.).</i>			
3	Uzbekistan <i>No links to or information provided on details (project title, activities, etc.).</i>			
4	“First Sudanese Learning Route on Natural Resource Management and Agricultural Productivity: 2000-kilometre journey of knowledge sharing” (with Procasur). “Please note that WSRMP and BIRDP project staff participated in the learning routes in Kenya and Uganda, including various other regional activities through our regional network KarianetII.”			
<b>Latin America and the Caribbean</b>				
1	Programa de Consolidación Institucional de la Reunión Especializada Sobre Agricultura Familiar Del Mercado-Regional Grant. Ag. Devt. MERCOSUR/REAF policy dialogue with Grupo Andino. “MERCOSUR also facilitated visit of SADEC (Southern Africa) to the Brazil loan project: Dom Helder Camara: Policy Coordination and Dialogue for Reducing Poverty and Inequalities in Semi-Arid North-east Brazil. Also, in 2010, IFAD held HQ meeting with Argentina, Brazil, China, India, South Africa on common issues on their rural development programmes and potential areas for SSTC.”			
2	Agriculture Innovation Marketplace with Embrapa (Brazil’s agricultural research institution), involving also an exchange between African and Latin America and the Caribbean (LAC) universities.			

## Case study reports

## 1 Pro-Poor Bamboo Livelihoods (INBAR)

## Basic information on the SSTC activity

<b>Title:</b>	<b>Programme for Enhanced Bamboo and Rattan-Based Smallholder Livelihood Opportunities (INBAR II)</b>
Project or grant ID:	2000000529
Type of activity:	Small grant
Region:	East and Southern Africa
Countries involved:	Ethiopia, Madagascar, United Republic of Tanzania
Grantee:	International Network for Bamboo and Rattan (INBAR)
Board approval date:	29 September 2014
Completion date:	28 September 2016
Total grant amount (US\$):	500 000
Learning subjects:	Agricultural development, value chains, rural enterprises and natural resource management

## Brief description of the SSTC activity

The grant project covers three beneficiary countries in East and Southern Africa, namely Ethiopia, Madagascar and United Republic of Tanzania, and includes a fourth country, India, identified as the South-South providing country/technical partner in the project. The grantee and implementing organization of the SSTC grant project is INBAR. The first two years of the project were funded with a grant from IFAD and the remaining two years (until the end of 2018) will be covered with a grant from the European Union (EU).

The project's goal is to optimize benefits to participating communities and the environment through effective South-South knowledge transfer strategies for scaling up pro-poor bamboo livelihoods, income generation, employment creation and environmental management. The grant project aims to achieve the following objectives: (i) promote bamboo for environmental management to reverse deforestation, reduce soil erosion, rehabilitate degraded and wastelands and protect riverbanks, backed by large-scale planting material production; (ii) develop bamboo farming systems without competing for land used for food crops, thereby meeting the needs of income, fuel and fodder to increase the resilience of poor rural households; (iii) develop inclusive NGO-community-private partnership model enterprise for organized household charcoal and smallholder waste biomass aggregation; and (iv) develop inclusive enterprise models producing bamboo commodities and products for diverse markets.

The target groups are: (a) 7,000 smallholder farmers, (b) 12,500 women, and (c) 1,650 youth, to be achieved by 31 December 2018. Direct beneficiaries are poor rural households. The grant project takes a household-centric approach in terms of resource planning and development so that it contributes to their subsistence, food security and cash income-generation needs. The project has four components.

Components 1 and 2 address sustainable bamboo planting material and resource production systems. While component 1 is aimed at resource development at the landscape level, component 2 targets the farm level and includes rural households in both planting material production in micronurseries and microplantations in homesteads, farm boundaries etc. Components 3 and 4 focus on raising incomes (by NGO Community Professionals [development professionals] in Partnership – NCPP) and providing livelihoods to rural households. Household charcoal, agriwaste and bamboo biomass can provide year-round incomes.

The grant project contributed to IFAD's Strategic Objectives, SO1 – **Increase poor rural people's production capacity** – by including rural households in both planting material production in micronurseries and microplantations. By including bamboo as part of farming systems without competing for land used for food crops, it improved the rural household's access to income, fuel and fodder to increase the resilience of poor rural households. The project contributed to SO2 – **Increase poor rural people's benefits from market participation** – by assisting the rural households in adding value to the bamboo cultivated in their farms; it supported rural households in diversifying rural enterprises and it created rural employment opportunities, especially for the youth. With charcoal production, the grant project also supported the establishment of rural producers' organizations through the development of inclusive NCPP enterprise models for organized household charcoal and smallholder waste biomass aggregation and, as intermediate markets processing them for local energy use, power production and income generation. The project also contributed to SO3 – **Strengthen the environmental sustainability and climate resilience of poor rural people's economic activities** – by promoting bamboo for environmental management to reverse deforestation and reduce soil erosion, rehabilitate degraded and wastelands, and protect riverbanks, backed by large-scale planting material production.

## The drivers of success seen in IFAD's role as SSTC facilitator

### Strengthening capacities, institutions and policies for enhanced livelihoods

The outcomes of the bamboo grant project after two years of IFAD grant support are as follows.

**1. Improved policies:** The SSTC grant project, through its grantee and implementing organization INBAR, contracted the services of the Center for Indian Bamboo Resources and Technology (CIBART) to organize a national policy workshop and the development of a draft national bamboo policy. This was done together by the Indian and Madagascar counterparts and has been circulated to Madagascar's Ministry of Environment, Ecology and Forests for formal review and approval. The Ethiopian Government is committed to developing an updated national bamboo policy in 2017, with similar support from INBAR.

## 2. Institutional arrangements:

- Twenty-three bamboo nurseries established, managing to produce almost 400,000 seedlings of seven different species.
- NGO-Community-Private Partnership (NCP) model enterprise for household charcoal (HHC) established to mobilize women from 27 village clusters for collecting household charcoal for the Wodgra power-driven charcoal briquetting unit in the United Republic of Tanzania; this is based on the NCP enterprise model developed in India by CIBART in two states – Rajasthan and Gujarat – which was then replicated in the United Republic of Tanzania.
- Six charcoal dome units established in Madagascar and the United Republic of Tanzania with linkages to smallholder farmers supplying bamboo biomass for charcoal production.
- Two common processing and training centres (CPTCs) strengthened, three new CPTCs established and five CPTC-linked enterprises set up, employing in total 90 youth.
- Thirty model enterprises also established, producing bamboo handicrafts, furniture, packaging and construction products, employing 463 youth.

**3. Knowledge or practices for recipient-country stakeholders and improved livelihoods for small producers:** The SSTC grant project established 22 farmer field schools/farmer training centres for promoting microplanting in homesteads and farms in the three recipient countries. More than 1,300 households set up micronurseries, producing in total close to 250,000 bamboo plants. Almost 1,000 households were trained in the usage of bamboo feeds, fodder, food and biomass.

### Addressing the new, pressing and salient issues of today

Facilitated by INBAR, country-to-country sharing took place by transferring field-validated technologies and knowledge among the grant beneficiary countries (Ethiopia, Madagascar and the United Republic of Tanzania) and research institutions in India. These technologies included the establishment of micronurseries and microplantations; creating microforests in a mosaic landscape, improving soil erosion control, water recharge and soil quality; contributing to sustainable landscape management; and, indirectly, to climate change resilience. Promotion of the production of bamboo and agriwaste charcoal briquettes will contribute to climate change mitigation.

The Indian Institute of Soil and Water Conservation (IISWC) is a premier institution under the Ministry of Agriculture which has been working on soil and water conservation using bamboo. This was therefore identified as the appropriate South-South partner institution in this technical area, and linkages were made with the respective institutional partners in Ethiopia, the United Republic of Tanzania, and Madagascar. A manual on soil and water conservation using bamboo and the collection of allometric data was prepared, and the Indian partner (IISWC) undertook training programmes in each country on all aspects as detailed in the manual, including data collection, use of specific instruments/equipment, and data analysis. Besides financing from the small grant through INBAR and the institute's own support, a grant was sourced from the Forest Department of the State of Uttarakhand, India, to support the activity.



The main South-South partner institution in India, CIBART, has domain expertise in plant tissue culture and has innovated a high-capacity production unit within a six-metre shipping container. This is a ready-to-use solution, as close to “plug-and-play” as possible. The validation was done in India and one unit is being provided by CIBART to a cooperative in Madagascar, identified by the IFAD loan project PROSPERER. Two technicians from the cooperative were trained over 45 days in CIBART’s tissue culture labs in India. CIBART is providing the protocol for propagation of specific bamboos and will continue to closely support the Madagascar partner.

### **Designing and transferring advanced and tailor-made innovations to target specific gaps and challenges in partner countries**

The grant project targeted the gaps in critical infrastructure, enabling the production of value-added products from bamboo and insufficient use of proper bamboo technologies in the targeted recipient countries that could result in market-based sustainable rural livelihood development, especially for poor women and youth, and environmental protection. The targeted gaps were based on the outcome of an independent evaluation of the previous INBAR-implemented Grant 1177 from IFAD, “Mainstreaming Pro-Poor Livelihoods and Addressing Environmental Degradation with Bamboo in East and Southern Africa” (2010-2013). Based on the outcome of the evaluation, most of the main activities were designed from the beginning and only a few (research and policy development) were further developed during implementation. Only when it became clear that there was a serious shortage of available bamboo planting material was additional technical assistance needed to multiply/produce more of this during the first year of the project.

The preceding Large Grant 1177 (Phase I) first saw the introduction of circular bamboo boats to the African NGO and private-sector and government partners. Training was provided by CIBART in India to an Ethiopian entrepreneur who then undertook training in Madagascar (local NGO) and Mozambique. To overcome the limitations of the circular form, CIBART innovated the development of boats of conventional linear form during the small grant tenure, through its funds from a Tata Trust grant as well as INBAR support. This involved a different weaving method technology and a modular boat form. These boats are fitted with an outboard motor and so can travel upstream. This is expected to be a game changer in Madagascar, where it will now be possible for people and goods to be taken upstream, which has not previously been possible. There is much interest in the United Republic of Tanzania too, since it can be used for coastal and riverine fisheries including Lake Nyasa. A manual and video documentation have been prepared under the small grant. It is intended that local training will be provided to entrepreneurs with the help of a trainer from CIBART.

The small grant is continuing the work started in Grant 1177 on the waste charcoal produced during cooking using firewood. This concept was first developed in India by CIBART and its subsidiary in Tripura state. After proving the concept in three locations in India, this was evaluated in Ethiopia, the United Republic of Tanzania and Madagascar under Grant 1177. It was quickly realized that this has such promise that Small Grant 1375 on household charcoal (HHC) was approved by IFAD. Thus, the work in Grant 1375 itself is an outcome of Grant 1177. The promising pilot results in the United Republic of Tanzania resulted in its inclusion as a beneficiary of Small Grant 1375, with CIBART procuring the needed equipment and providing it along with knowledge to the Tanzanian enterprise, the Wodgra Bamboo & Briquetting Company, which was set up for processing the household charcoal.

The Ethiopian entrepreneur working with Grant 1177 (and continuing with the small grant, and also with EU support), developed an appropriate small-scale charcoal pulverizing machine for household charcoal that can work in rural areas. This won a regional award and support from the regional government for a production facility. He was invited by CIBART to visit one of its large tribal artisan-based bamboo processing units in Gujarat, India, where he helped produce a similar unit for further replication. While in India, the entrepreneur developed modified gasifier and rocket cooking stoves with CIBART and INBAR guidance, which helped raise the production of household charcoal in India to 27 per cent, equivalent to that produced in regular charcoal kilns. This knowledge was then transferred to Ethiopia and the United Republic of Tanzania.

### **Sharing and building on earlier successes for new beneficiaries through the linking and sequencing of grants and loans**

An independent evaluation mission recommended the SSTC grant project as a follow-up phase of the successful IFAD Large Grant 1177. Accordingly, the SSTC grant project was structured to address the same main aim of Grant 1177 – to develop livelihood and income-generation options (SSTC project component 3 and 4) in a way that would increase demand for bamboo planting (component 2), which in turn would reduce deforestation and soil erosion, and contribute to environmental sustainability (component 1). The evaluation of Grant 1177 recommended strengthening institutional systems as well as working with large-scale rural development programmes. In this context, the SSTC grant project has established close linkages with IFAD loan projects, namely, CBINReMP in Ethiopia, PROSPERER and FORMAPROD in Madagascar, and received cofinancing for scaling up the grant activities in the respective loan project areas. In addition, the SSTC grant project managed to scale up its activities through different ministries in Madagascar (Global Environment Fund – US\$2 million, to be approved in the second half of 2017) and Ethiopia (World Bank – Sustainable Land Management Programme II, US\$5.23 million, ongoing) and in building capacity of local agencies and national systems in Ethiopia and the United Republic of Tanzania to replicate activities on bamboo nursery and plantation development. Finally, the SSTC grant project is presently continuing with grant support from the EU.

### **Drawing on emerging expertise within the region to provide solutions**

The SSTC grant project scaled up knowledge obtained during the previous Large Grant 1177 using the experience and knowledge of INBAR as an international network and knowledge organization for bamboo. INBAR has extensively used the emerging expertise within the region with South-South partners – the leading NGO CIBART, and its subsidiaries with 15 years of experience with bamboo, and IISWC, which is a national institute dedicated to soil and water conservation using bamboo – providing solutions and capacity-building to counterparts in Ethiopia, the United Republic of Tanzania and Madagascar. Additionally, with the emerging expertise in the beneficiary countries which are taking the activities forward, these would themselves become knowledge providers and contribute to SSTC within the African continent and elsewhere. This was demonstrated in the previous Large Grant 1177 when innovations in Ethiopia were replicated in the other two African countries and also in India.

### Selecting strong partners and building effective partnerships

As an international network specialized in bamboo, and implementer of the previous Grant 1177, INBAR has access to research and advisory services from its member countries, as well as knowledge and experience of the activities to be scaled up under the SSTC grant project. INBAR itself is a multilateral South-South network of 41 countries from the Global South and was selected because it has been recognized as a strategic partner by IFAD, an established network with competence in global advocacy, to which direct attributions may be made. Although the IFAD SSTC grant has ended, the project will continue and project outcomes and impact on partnerships and business/private-sector engagement still need to be assessed on an ongoing basis. CIBART and IISWC, as strong South-South technical partners with considerable domain expertise, have continuing programmes based on their own fundraising, and are committed to strongly supporting their partners in Africa in the three countries.

### Other, unexpected, key drivers

The previous programme funded by Grant 1177 already established a strong base for the success of the SSTC grant project through the SSTC partnerships established. The project only needed to scale up activities already field tested under Grant 1177, directly by themselves or by establishing close linkages with IFAD loan projects in the recipient countries.

## Main lessons learned and priorities for the future

### Key lessons for replicating successful models

The INBAR experience with bamboo over the past two decades and before shows that an “assisted” network SSC architecture can work well if pursued with vigour and imagination. This type of approach provides support to the ecosystem just like a business ecosystem helps start-ups.

There are many countries in the South unable to participate in SSTC due to economic and capacity constraints. Most development projects typically last for three years, with a few going on to a second phase. Development loan projects are generally of longer duration. Yet, the absence of a network and continued support makes many unsustainable. In INBAR, it has been an article of faith that strong support for South member states is provided when needed, and INBAR continues to seek funds to maintain continuity of support. Many member states can get funds bilaterally and most implement independently but, with time, there is the broader realization that it is better to be part of a larger institutional system. INBAR is a good case in point where individual countries came together.

In a way, the CIBART institutional ecosystem, which is across several states of India, is a similar example. A study by the Directorate-General for International Cooperation (Netherlands) showed that it takes an average of 12 years for an institution to become mature and self-sustaining. CIBART is now 15 years old and is the leading institutional system in India on bamboo and is a knowledge provider, working abroad within the limitations of the legal system relating to non-governmental organizations (NGOs) in India.

Strong support over the medium to long term is key to building good SSTC-capable institutions.

### Opportunities for strengthening IFAD's delivery of SSTC as part of its business model

It is important that reporting on how the project has implemented the SSTC element becomes an integrated part of the project's reporting system. SSTC projects should report on how it has facilitated learning and exchange of experiences and expertise between the provider and recipient countries and on how successful this was. To provide the needed guidance in SSTC reporting, it is important that IFAD prepare detailed guidelines on what the Fund considers SSTC to be, how to implement it and what IFAD considers a successful impact of SSTC. Detailed guidelines on SSTC and SSTC reporting will also help grantees to implement successful SSTC projects.

Most development projects are implemented through local NGO partners. The NGOs are wedded to the location, continue to work there beyond the end of the project, and are responsible to the community and environment. There is a huge amount of knowledge which is not easily shareable across borders in SSTC. A global compilation of all projects to date and related NGOs, the work done, and key outputs, outcomes and impact that is searchable is needed. Together, this represents a huge amount of development investment using public funds from taxpayers, and would be of immense value to humanity. Perhaps the learning being sought in a project is already there and being used in another location; what is needed is the bridging SSTC.

It is difficult for NGOs to participate in SSTC. It is not that they are not interested. NGOs are highly restricted in most developing countries and face forex barriers, especially when sending funds abroad. They would thus need bridges/facilitators/enablers. This could lead to a significant rise in instances of SSTC.

To participate in SSTC, the economically weaker countries of the South need financial support from one or other of the economically strong countries of the South, or traditional donors of the North; otherwise, multilateral funding institutions/mechanisms are necessary. Even if the financing partner is from the South, it still becomes a donor-recipient arrangement. A networked practitioner of SSTC like INBAR is a *via media* and enables the weaker countries to participate at the same table as the stronger ones and to share the same menu of options and knowledge bases.

There is a need to develop horizontal channels between action research sites/project sites, communities, NGOs and social enterprises. Enhanced communications across both conventional verticals and horizontals would also be necessary. INBAR, and its leading partners such as CIBART that have considerable geographical spread, have developed several modalities to make this happen. (CIBART is also involved with for-profit concerns.)

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**People and institutions interviewed**

- Duygu Celik, Partnership and Coordination Specialist, Programme Management Department, IFAD

## 2 Alternative Livelihoods – Indian Ocean (ICIPE)

### Basic information on the SSTC activity

<b>Title:</b>	<b>Alternative Livelihoods for Food and Income Security in Four Indian Ocean Island Nations (Mauritius, Seychelles, Comoros and Madagascar) and in Zanzibar (United Republic of Tanzania)</b>
Project or grant ID:	2000000282
Type of activity:	Grant
Region:	East Africa
Countries involved:	Mauritius, Seychelles, Comoros, Madagascar, United Republic of Tanzania
Grantee:	International Centre of Insect Physiology and Ecology (ICIPE)
Board approval date:	8 December 2014
Completion date:	Originally planned as 31 March 2017, with new closing date 30 September 2017
Total grant or loan amount (US\$):	1 500 000
Learning subjects:	Agricultural development, value chains, rural enterprises, (natural resource management)

### Brief description of the SSTC activity

The goal of the project is to contribute to increased food and income security of smallholder farmers through the introduction of improved bee-keeping technologies and pollination services for alternative livelihood sources, improved crop yields and biodiversity conservation among communities in Mauritius, Seychelles, Comoros, Madagascar and Zanzibar (United Republic of Tanzania).

The project's main objectives are to: (i) transfer successfully pilot-tested technologies in improved bee-keeping and pollination services; (ii) introduce an innovative marketplace model for value addition and improved market access by smallholder farmers; and (iii) build the capacity of key partner institutions in the five project areas. The expected benefits include: (i) an increased production of honey and other hive products resulting in a 15-20 per cent increase in incomes of targeted smallholder households; (ii) a 20-25 per cent increase in productivity of cultivated crops from increased pollination services; and (iii) biodiversity conservation.

The International Centre of Insect Physiology and Ecology (ICIPE), based in Nairobi, is the lead implementing agency and the project was expected to run for two years, until September 2017. The project comprises three main components:

- a. Technology transfer: Training of smallholder farmers on bee-keeping technologies and practices in pollination services, supply of improved (Langstroth) beehives to farmers, establishment of demonstration apiaries, and ongoing extension support to farmers;

- b. Development of marketplaces: Establishment of processing and market outlet infrastructure, promotion of organic certification, and support to farmers' organizations in establishing profitable business partnerships with buyers;
- c. Capacity-building of partner institutions.

The whole project is considered a South-South activity, and in particular the transfer of technology and of the marketing model under components (a) and (b).

Through component (a) the project contributes to SO1 – **Increase poor rural people's productive capacities**. Through component (b) the project contributes to SO2 – **Increase poor rural people's benefits from market participation**. Through increased pollination services for biodiversity conservation and forest rejuvenation, it also contributes to SO3 – **Strengthen the environmental sustainability and climate resilience of poor rural people's economic activities**.

## The drivers of success seen in IFAD's role as SSTC facilitator

### Strengthening capacities, institutions and policies for enhanced livelihoods

The project was not yet completed at the time of writing, but there were already a number of results.

#### At the policy and institutional level

In total, 59 ministry staff participated in the farmer training in their respective countries. In addition, three scientists from Mauritius attended training at ICIPE in Nairobi on rearing of stingless bees and carpenter bees, on honeybee virus detection and on honey quality control. An ICIPE expert trained staff in Mauritius on pesticide detection in honey.

At the National Agricultural Research System (NARS) location in Madagascar, an apiary was established to monitor bee diseases and pests, and a demonstration site was installed at the Zanzibar Ministry of Agriculture.

#### At the farmer level

Fifteen persons, three from each country, were jointly trained as lead trainers at ICIPE in Kenya, which facilitated in-depth technology transfer from Kenya as well as knowledge exchange among participants. Jointly with ICIPE staff they trained another 250 bee-keepers on the islands. These first-level bee-keepers act as extension agents for new bee-keepers. As of end 2016, a total of 520 bee-keepers have been trained, of which 26 per cent are women. A total of 1,270 Langstroth hives were supplied.

As of end 2016, works were ongoing to upgrade or construct marketplaces in Pemba, Zanzibar, and sites had been identified in Seychelles, Madagascar and Mauritius. Furthermore, 60 lead bee-keepers have been trained by ICIPE and the Kenya Organic Agriculture Network in ICS for organic certification. The development of an ICS manual for two farmers' organizations has started, critical control points have been determined and registration of bee-keepers has started in Zanzibar and Mauritius.

### **Addressing the new, pressing and salient issues of today**

The beneficiary islands have faced an unprecedented number of severe weather events in the past decade, resulting in significant loss of pollinator species, which has considerably reduced crop production and thus compromised these islands' food security situation. Research by various institutions, including ICIPE, has shown the value of modern bee-keeping in helping to mitigate the negative effects of weather variability and climate change. Bee pollination services are also important in forest rejuvenation (Raina et al. 2011; Degen and Roubik 2004).

Expertise on the relation between biodiversity and pollination services, and how these can be enhanced through commercial bee-keeping, was extremely limited in the beneficiary islands and, to the author's knowledge, this gap has not been addressed by other institutions.

### **Designing and transferring advanced and tailor-made innovations to target specific gaps and challenges in partner countries**

#### **Productivity gap**

Prior to the project, the bee-keeping industry in the beneficiary countries was characterized by low-productivity traditional bee-keeping practices within an environment that did not safeguard bee health. This has led to introduction and spread of bee pests and diseases, leading to near total collapse of bee colonies in a number of regions.

The project was designed to introduce improved bee-keeping technologies that were already successfully piloted in Ethiopia, Kenya, South Sudan and Sudan. These included improved bee hives, queen rearing and colony management, the use of stingless bees and monitoring of bee health. Studies at the end of the previous grant demonstrated that there was a significant relationship between adoption of modern beehives and the quantity of honey production and that participation in the project had a significant positive impact on technical efficiency levels. Experiments co-funded by the previous grant also showed that stingless bees are efficient pollinators (Kiatoko et al. 2014).

#### **Marketing gap**

The targeted islands present an excellent opportunity for the production and marketing of branded honey for highly profitable niche markets, for example clove honey from Pemba and vanilla honey from Madagascar. However, these market opportunities were not being exploited by smallholder bee-keepers.

To address this gap, the project was designed to introduce collection centres, processing equipment and "marketplaces," also piloted during the previous grant. For organic certification, each group has to develop an internal control system (ICS), of which the processes are explained in its own ICS manual. In the ICS training of the current project, case examples were used of internal control system manuals from three groups in Kenya and Ethiopia that had been certified during the previous grant.

#### **Extension and business support services gap**

Knowledge and capacity on bee-keeping was extremely limited or even non-existent in the relevant ministries, research institutes and extension services of the five islands. Therefore, component (c) was added to the project to build the capacity of partner institutions.



### Sharing and building on earlier successes for new beneficiaries through the linking and sequencing of grants and loans

The project builds on agricultural research and lessons learned from a previous grant to ICIPE, Scaling up Bee-Keeping and Other Livelihood Options to Strengthen Farming Systems in the Near East and North Africa (NENA) and East Africa (hereinafter referred to as “previous grant”). The bee-keeping technologies introduced under component (a) and the marketplace model under component (b) were piloted during this previous grant in Kenya, Ethiopia, Sudan and South Sudan.

The key lessons from the previous grant are as follows:

- Bee-keeping projects have better sustainability when government extension staff are equipped with up-to-date skills, which is why the new project has put great effort in training ministry staff across the island nations;
- The threat of honeybee pests and diseases is real, compounded by the lack of knowledge by bee-keepers on how to identify and mitigate the spread of pests and diseases: simple bee-keeper-friendly field diagnosis methods incorporated in bee-keeper training sessions to enable fast diagnosis, reporting and management to minimize spread and damage;
- The grant is involved in infrastructure and market linkages support in all participating island nations to address marketing issues, which are a key factor to success;
- The need to integrate bee-keeping and conservation: best bee-keeping practices that support natural and sustainable bee-keeping being reinforced through awareness-creation and organic bee-keeping.

The grant also seeks to maximize the development impact of other IFAD projects in targeted island nations through the selection of sites in areas targeted by other projects, thereby providing income-generating ventures and pollination services for increased crop productivity in these areas.<sup>39</sup> Collaboration was sought through the participation of representatives of some of these projects at the project’s launching workshop. The ICIPE project team also visited the honey marketplace established by the PROSPERER project in Madagascar. A CLISSA coordinator (Seychelles) also participated in the second steering committee in August 2016 and attended an ICS training in Seychelles. Furthermore, collaboration was sought with the Projet d’Appui au Développement du Menabe et du Melaky (AD2M) in Madagascar that also deals with bee-keeping activities, and the Agricultural Sector Development Programme – Livestock: Support for Pastoral and Agro-Pastoral Development in Zanzibar, United Republic of Tanzania (ASDP-L), but no collaboration was forthcoming.

39 The other projects were: National Programme for Sustainable Human Development (PNDHD) in Comoros, the Support Programme for the Rural Microenterprise Poles and Regional Economies (PROSPERER) in Madagascar, the Competitive Local Innovations for Small-Scale Agriculture Project (CLISSA) in the Seychelles, and the now-closed Marine and Agricultural Resources Support (MARS) programme in Mauritius on Rodrigues Island.

### **Drawing on emerging expertise within the region to provide solutions**

Of the beneficiary countries of the previous grant, Kenya is a lower-middle-income country, whereas Ethiopia, South Sudan and Sudan are least developed countries. Of the recipient countries of the current project, the Seychelles is, since 2015, classified as a high-income country, Mauritius is an upper-middle-income country, and Comoros, Madagascar and the United Republic of Tanzania are least developed countries.

ICIPE is an African research institute, with its headquarters located in Nairobi, because of its locally adapted specialized knowledge on bee-keeping and pollination services, which were lacking in recipient countries. IFAD's selection of ICIPE as grantee enabled the dissemination of already successfully piloted pro-poor agricultural technologies and marketing approaches.

Kenya also provided specialized knowledge on organic certification through the Kenya Organic Agriculture Network (see below). Except for the United Republic of Tanzania, none of the recipient countries have a national organic network that could assist farmers' organizations with organic certification.

### **Selecting strong partners and building effective partnerships**

ICIPE is recognized globally as an authority in the field of insect science, and is the only international institute in Africa working primarily on insects. Capacity-building of researchers and institutions in Africa and technology transfer is an integral part of its activities.

Another partner is the Kenya Organic Agricultural Network, which was selected to conduct ICS training as it already contributed satisfactorily to preparing the groups for certification under the previous grant. A researcher of the Department of Zoology of the National Museums of Kenya, who was previously working for the ICIPE Commercial Insects Programme, is a member of the Steering Committee of the project, in which she shares her wealth of knowledge and experience on sustainable bee-keeping.

It is too early to assess whether the selected partners have helped to make the project successful. However, it can be noted that the pace of implementation maintained by ICIPE is high. In Zanzibar, the Ministry of Agriculture and Natural Resources (MANR), Pemba, has provided a building for refurbishment to act as the marketplace site. Some training sessions have been housed by the ministries of agriculture or the NARS as planned, while others have been organized at the locations of the beneficiary bee-keepers' associations. In the second half of 2017, Mauritius' entomology department was due to host and contribute to training for staff from Comoros and Seychelles.

The steering committee also facilitated exchange of ideas among the implementing partners. For example, the Ministry of Agriculture of Mauritius shared the outline of a planned bill on bee-keeping. Both meetings, the first in Nairobi and the second in Mauritius, also included field visits that improved this exchange of knowledge. The strengthened institutional capacity will be important for continued support to bee-keepers after the project ends.

In Madagascar, 500 hives were sourced locally from two carpentry shops, and also in Mauritius the 250 hives were sourced locally. Thus, these private-sector partners have become familiar with the technical standards for modern beehives, and in the future will be able to supply the bee-keeping sector with good-quality hives.

## Main lessons learned and priorities for the future

### Key lessons for replicating successful models

IFAD's selection of a strong grantee with specialist knowledge and building on experience from a previous grant is one of the major strengths of the project. Also, several project coordinators and implementing partners (CLISSA project in the Seychelles, PNDHD in Comoros, ASSP-L in Zanzibar) are members of the steering committee.

The implementing partner has also been careful not to copy the previous project exactly as it was, but to adapt components to the local situation. For example, component (c) was not part of the previous project, but it was felt necessary in the current project considering the lack of expertise in beneficiary countries' implementing partners.

In addition, through the selection of project sites in areas of implementation of national IFAD loan projects, the regional project grant was complementary and reinforced the impact of these loan projects, making beneficiaries of country programmes benefit from the grant. For instance, in Zanzibar, the extension model to bee-keepers is based on the farmer field schools instrument, borrowed from the country programme. In Comoros, training used facilities/venues developed by the IFAD country programme.

### Opportunities for strengthening IFAD's delivery of SSTC as part of its business model

This case study was suggested as a good example of showcasing the diversity of IFAD's support to SSTC. It does not reflect country-to-country interchange but indicates the facilitation of SSTC knowledge and experience derived from the South. IFAD's approach to SSTC refers to the establishment of regional learning centres as reflecting the Fund's support to SSTC. This is a typical grant where IFAD seeks to develop partnerships with a local institution – ICIPE, an African organization – with a view to supporting it to become a regional learning centre. It builds on a previous grant cycle to ICIPE in support to Kenya, Ethiopia, Sudan and South Sudan.

However, improved SSTC delivery could include exchange visits to previous project sites and using lead trainers or lead farmers and marketplace managers from the previous project in training sessions. The implementing partners in the current project now also feel they could have benefited from exchange visits among the islands, which would have added additional South-South exchange. However, this was not foreseen in the grant agreement. More formal knowledge networks between government institutions or farmers' organizations, among recipient countries as well as with provider countries, could also have been developed. In the future, IFAD could check whether proposals for projects that build on previous experience and/or for regional projects also include such concrete exchange mechanisms with targets in the logical framework (logframe) and budget for them. The implementing partner would then also be requested to explicitly report on such exchanges, which is currently not the case.

IFAD could also better verify whether technologies and approaches to be transferred were indeed successful. Objectively verifiable data on increased production levels, sales and profits were missing from the final report of the previous grant and not readily available from the grantee. Apparently, IFAD did not demand reporting against the logframe for either project.

Finally, IFAD could be more active in forging linkages with other IFAD loan projects and demand reporting on such activities. In this project, many such linkages were foreseen, but apart from site selection, active linkages seemed to have been established with only one of those projects.

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### 3 Household Methodologies and the Gender Action Learning System

#### Basic information on the SSTC activity

<b>Title:</b>	<b>Household Methodologies (HHMs) and the Gender Action Learning System (GALS)</b>
Project or grant ID:	<p><b>1307/1000004064:</b> Community-Led Chain Development for Gender Justice and Pro-Poor Wealth Creation</p> <p><b>R 116:</b> Gender Justice in Pro-Poor Value Chain Development</p> <p><b>IFAD grant 2000000501:</b> Integrating Household Methodologies in Agricultural Extension: Value Chains and Rural Finance in Sub-Saharan Africa Rural Livelihoods and Agricultural Development Project (IRLADP) in Malawi</p> <p><b>1369-UG:</b> District Livelihoods Support Programme (DLSP) in Uganda</p> <p><b>1054:</b> Rehabilitation and Community-Based Poverty Reduction Project (RCPRP) in Sierra Leone</p>
Type of activity:	Grant and loan
Region:	East and Southern Africa, Western and Central Africa
Countries involved:	Burundi, Democratic Republic of the Congo, Ethiopia, Malawi, Nigeria, Rwanda, Sierra Leone, Uganda, Zambia
Grantee:	Oxfam Novib
Board approval date:	<p><b>1307/1000004064:</b> November 2011</p> <p><b>R 1161:</b> June 2009</p> <p><b>IFAD grant 2000000501:</b> 2015</p> <p><b>Rural Livelihoods and Agricultural Development Project (IRLADP) in Malawi:</b> December 2005</p> <p><b>1369 UG:</b> December 2006</p> <p><b>1054:</b> December 2003</p>
Completion date:	<p><b>1307/1000004064:</b> December 2014</p> <p><b>R 1161:</b> June 2011</p> <p><b>IFAD grant 2000000501:</b> 2018</p> <p><b>Rural Livelihoods and Agricultural Development Project (IRLADP) in Malawi:</b> 2011</p> <p><b>1369 UG:</b> 2013</p> <p><b>1054:</b> 2014</p>
Total grant or loan amount (US\$):	<p><b>1307/1000004064:</b> 2 232 000 (IFAD 1 400 000; cofinancing 832 000)</p> <p><b>R 1161:</b> 199 000</p> <p><b>IFAD grant 2000000501:</b> Total cost 1 620 000; IFAD grant totals 1 million; Oxfam Novib 620 000</p> <p><b>Rural Livelihoods and Agricultural Development Project (IRLADP) in Malawi:</b> Total project cost: US\$52.1 million; IFAD financing: US\$8.0 million; IFAD loan: US\$8.0 million; World Bank – International Development Association: US\$40.0 million</p> <p><b>1369 UG:</b> Total project cost: US\$50.9 million; Total IFAD financing: US\$47.8 million; IFAD loan: US\$45.4 million; IFAD grant: US\$2.4 million</p> <p><b>1054:</b> Total project cost: US\$50.3 million; Total IFAD financing: US\$43.0 million; IFAD loan: US\$25.8 million; DSF grant: US\$17.2 million; Global Environmental Facility: US\$2.6 million (HHM study puts costs at US\$125,000, but only direct costs for trainers, workshop)</p>
Learning subjects:	Gender and value chain development

## Brief description of the SSTC activity

Household methodologies (HHMs) are participatory approaches that enable family members to work together to improve relations and decision-making, and to achieve more equitable workloads. Their purpose is to strengthen the overall well-being of the household and all its members. They build on a growing understanding that, in many parts of the world, households are not cohesive units with shared resources, benefits, needs and goals. Rather, households are at the core of inequalities, as male and female members – as well as younger and older members – do not have equal power and decision-making roles. Fighting deep and rooted causes of gender inequalities begins at this primary level, where gender roles and norms are formed. Key principles and aspects of the methodology are the fact that they enable the definition of self-generated solutions that use visuals and action-oriented learning, and focus on gender equality as a collaborative process for women and men of all ages.

There are two main approaches that contribute to the delivery of HHMs and that IFAD has been supporting: (i) the Gender Action Learning System (GALS) which was developed through IFAD grant support with Oxfam Novib; and (ii) household mentoring, which was part of the design of loan-financed projects in Uganda.

**GALS** is a community-led empowerment methodology that aims at giving women and men of all ages and educational level more control over their lives. The main goal of the GALS methodology is to break through the gender-based barriers within the families, which prevent them from achieving their vision of wealth creation, gender justice and social empowerment. Applying GALS tools and methodology, which are applicable in different cultural and social contexts within and outside the households, both women and men develop their own road maps and individual visions for change and to move out of poverty.

**Household mentoring**, as implemented in DLSP Uganda, is a partnership system created within the community: a locally trained mentor visits vulnerable households in order to share knowledge, experiences and skills that will advance the personal, social and economic growth of the members of the family. The scope is to solve the issues within the household, and the mentor's role is to support the family members through this path by guiding the household into an analysis of the situation, the setting of priorities and the design of an action plan. The power of these methodologies is that they help the household members to communicate, moving from a "blame focus" to solutions through dialogue.

The roll out of HHMs and the replication in similar contexts through South-South and triangular cooperation (SSTC) has been a great success for IFAD and its partners. Specifically, IFAD has promoted the use of HHMs by supporting the two approaches mentioned above in the following ways.

1. **GALS** was piloted in Western Uganda by Oxfam Novib, cofinanced with a small IFAD grant, in 2009. Through a range of SSTC activities, such as workshops and learning routes (LRs), GALS was spread among several stakeholders and countries. Rural communities, civil society organizations (CSOs), IFAD staff, IFAD-funded project beneficiaries, NGOs, bilateral donors and international agencies participated in several initiatives that led to the adoption of GALS in IFAD-supported projects in Ethiopia, Malawi, Nigeria, Rwanda, Sierra Leone, Uganda, Zambia, Nepal and Sudan, among others.

2. **The household mentoring** approach, which originated from a SIDA-funded project in Zambia in the 2000s, has been adapted by the IFAD/World Bank Group-supported project Irrigation, Rural Livelihoods and Agricultural Development Project (IRLADP) in Malawi and the District Livelihoods Support Programme (DLSP) in Uganda. While, for the Malawi case, project teams and government staff visited mentors who, in turn, mentored households in Zambia, the SSTC activity adopted for the Uganda case entailed a series of trainings, facilitated by the staff from Resource Project Kenya.

Through SSTC activities, such as LRs, networking activities, knowledge products and videos, learning events (writeshop with North-South practitioners, a global forum and workshops), IFAD has been championing the spreading and adoption of HHMs and GALS in particular. The Fund has promoted a shift from focusing on women's empowerment and gender mainstreaming to addressing gender equality at the household level. This innovative and transformative approach promoted the adoption of HHMs and introduction of GALS in several countries in Africa through direct exposure of project staff and beneficiaries to various examples of the methodology, peer learning and sharing, field observations and evidence-based results.

The adoption and mainstreaming of HHMs, especially GALS, within IFAD-funded projects has contributed to the achievement of all of IFAD's Strategic Objectives (SOs), corporate commitments and areas of thematic focus. GALS, in particular, focuses on investing in rural people to increase their productive capacities by improving rural inclusiveness in a sustainable way, which is the core of SO1 – **Increase poor rural people's productive capacities**. HHMs should not only be considered just as a tool to improve gender equality within the household, but also as a means through which rural people of all ages and gender are empowered and able to realize their potential and contribute to the creation of a more resilient and sustainable smallholder farming and rural livelihoods system. HHMs can be integrated into a range of development interventions and implemented in different cultural and social contexts. IFAD has integrated them into specific technical interventions – such as value chain development, rural finance or agricultural extension – in order to improve project impact and to ensure gender and social inclusion objectives. Women, men and their families and communities benefit, as well as companies and financial service providers. Local and national governments are increasingly seeing the possibilities and benefits for change, and how GALS tools can improve local economies and the democratic process.

Further to contributing to IFAD's SOs, GALS addresses the three objectives of the Fund's Gender Policy,<sup>40</sup> as well as the Targeting Policy,<sup>41</sup> which includes women among the target groups on which the Fund's work focuses.

40 Strategic Objective 1: Promote economic empowerment to enable rural women and men to have equal opportunity to participate in, and benefit from, profitable economic activities. Strategic Objective 2: Enable women and men to have equal voice and influence in rural institutions and organizations. Strategic Objective 3: Achieve a more equitable balance in workloads and in the sharing of economic and social benefits between women and men. IFAD's Policy document: Gender Equality and Women's Empowerment – [www.ifad.org/documents/10180/6c7b7222-8000-48a3-982d-98eb973595b3](http://www.ifad.org/documents/10180/6c7b7222-8000-48a3-982d-98eb973595b3)

41 IFAD's Policy Document, Targeting: Reaching the Rural Poor – [www.ifad.org/documents/10180/dc9da3d9-b603-4a9a-ba67-e248b39cb34f](http://www.ifad.org/documents/10180/dc9da3d9-b603-4a9a-ba67-e248b39cb34f)

## The drivers of success seen in IFAD's role as SSTC facilitator

### Strengthening capacities, institutions and policies for enhanced livelihoods

SSTC activities (workshops, writeshops, events, trainings, forums, LRs, etc.) allowed the implementation of HHMs among various IFAD projects, such as the ones mentioned above. In general, the following could be considered as the key achievements, both at the corporate and project levels.

#### Corporate level:

- (i) Increased awareness of gender issues within IFAD project staff and project beneficiaries;
- (ii) Achievement of IFAD's Gender Policy strategic objectives for the HHM beneficiaries;
- (iii) Establishment of strong partnerships with organizations using and replicating GALs in different contexts.

#### Project level:

- (i) Creation of stronger smallholder farming and rural livelihood systems through the improvement of gender relations at the household and community levels;
- (ii) Inclusion of marginalized and most vulnerable groups of rural communities (youth, illiterate, poorest households, etc.);
- (iii) Reduction of gender-based violence and excessive alcohol consumption;
- (iv) Increased desire for change from beneficiaries that facilitated the introduction of improved techniques;
- (v) Pro-poor value chains promoted: with increased trust and collaboration among stakeholders, a more equal distribution along the chain of benefits and opportunities for poorer stakeholders, especially women;
- (vi) Increased awareness of HHMs among key stakeholders such as government entities and civil society;
- (vii) Scaled up and sustainable changes due to high ownership and empowerment of the methodologies by the beneficiaries;
- (viii) Effective cross-fertilization and global networking on HHM;
- (ix) Increased agricultural productivity through participatory or shared farm decision-making and workloads, and better engagement in value chain development;
- (x) In general, men participated more in household tasks, while women had more voice in decision-making regarding household income and expenditures;
- (xi) Improved food security and incomes;
- (xii) Land tenure more secured with equitable access for different household members;
- (xiii) Benefits generated by rural finance deepened, and financial graduation models complemented;
- (xiv) Increased school and tertiary education attendance of girls and boys.

### Addressing the new, pressing and salient issues of today

HHMs are innovative in the development sector, especially because through this approach, the focus shifts from attention to “things” (such as assets, infrastructure, etc.) to emphasis to people – on who they are and what they want to do within their households, groups and communities. As such, IFAD has been moving from gender mainstreaming to gender-transformative approaches through the implementation of HHMs and GALS with SSTC activities. The main focus that the GALS methodology and the household mentoring have been addressing is on unequal gender relations within the families.

In general, the GALS methodology has received more traction, and efforts have been made to mainstream it across IFAD-funded projects and promote greater take-up. Three main challenges surfaced while adopting and implementing GALS: (i) misunderstanding and misconceptions leading to resistance to change within IFAD to work on root causes of inequalities, and to rather stay in the comfort zone of “gender mainstreaming”; (ii) the misuse or partial use of the methodologies aimed at achieving the corporate objectives and addressing salient gender issues; and (iii) unexplored potential for sustaining change, gender justice and poverty reduction.

SSTC activities have been used to promote and scale HHMs. Specifically, South-South exchanges among project staff, beneficiaries, CSOs and government staff have helped participants gain more exposure and a better understanding of the methodologies and their impact on the ground. By sharing the examples from Rwanda, Malawi, Uganda and others, HHMs could also be better utilized as a mechanism to address salient issues (such as climate change, rural development, financial inclusion) and work towards achieving broader corporate commitments, as well as the Sustainable Development Goals.

The Community-led Value Chain Development for Gender Justice and Pro-poor Wealth Creation (GENVAD) programme, which benefited Rwanda, Nigeria and Uganda, was a global grant, instrumental for the development of the application of GALS in value chain development in the three countries. More than 26,000 women (out of 36,356 GALS-trained beneficiaries, of which 21,201 were men) reported notable changes in more equal sharing of labour, women’s decision-making power and control of assets; 49 per cent of the women also reported more secure access to land. Fathers started including daughters in wills so that they could inherit property. For about 70 per cent of the beneficiaries, these changes translated into significant income increases; around 60 per cent increased savings and resources for productive investments, with better production and marketing, attributed to more equitable win-win collaboration with buyers. The activities financed through the grant led to scaling up of the HHM, which also helped to kick off the implementation of the methodologies in other projects.

Thanks to IFAD’s support to the development of GALS through the grant with Oxfam Novib, a number of other loan-financed projects have started adopting the methodology and spearheaded the application of HHMs in other countries, such as Uganda and Malawi. As a consequence, SSTC activities have been used to favour the scaling up of HHMs, which also led to an increase of promotion of the methodology within IFAD staff. The result is that, to date, there are 40 projects already using or intending to use HHMs, and many are the new project designs that intend to use the methodology.



### **Sharing and building on earlier successes for new beneficiaries through the linking and sequencing of grants and loans**

As a key tool for sharing knowledge and experience among countries from the South, SSTC has been a key element for capacity-building, take-up, the dissemination of lessons learned and the implementation of the HHMs in several countries in Africa. Among the various channels and methods, IFAD has promoted the use of LRs, events, workshops, writeshops and various trainings to increase the adoption of HHMs across projects and countries.

The DLSP project in Uganda, for example, while having an element of household mentoring since its initial design stage, drew from earlier experiences with approaches in Zambia and Kenya, through the use of the Procasur's LRs methodology, which helped the project staff to recognize the value of household mentoring and develop clearer guidelines on how to implement HHMs.

In Sierra Leone, for example, IFAD has trained service providers in the use of the HHMs, and the same ones are now contracting with private-sector counterparts to ensure resources for sustainability and scaling up purposes.

Another example are the activities developed under the GENVAD programme, an IFAD/Oxfam Novib cofinanced grant that has been working towards adapting and integrating participatory action learning methodologies into the policies and practices of at least 10 CSOs in Nigeria, Rwanda and Uganda. Procasur also contributed to the dissemination through a number of specific LRs such as "Innovative Tools and Approaches to Enhance Gender Equality in Value Chain Development," held in 2015 in Uganda. As a result of the LR and its focus on innovation, GALS was taken up by participants from IFAD-supported projects in Nepal. As a follow-up to the LR, they organized a specific training modelled along GALS that was developed in Surkhet in 2015, aimed at validating the gain seen in the GALS methodology and introducing it in the country portfolio.

### **Drawing on emerging expertise within the region to provide solutions**

Several IFAD loan-financed projects have implemented the HHMs, especially across the African continent. Oxfam Novib has been a major driver in IFAD to promote the use of HHMs for more pro-poor targeted policies, social inclusion and gender transformation in sub-Saharan Africa.

Specifically, HHMs have been implemented in over 40 IFAD loan-financed operations and, among others, in the following countries and programmes: the National Agricultural Advisory Services, the District Livelihoods Support Programme and the Vegetable Oil Development Project in Uganda; the Kirehe Community-based Watershed Management Project, the Support Project for the Strategic Plan for the Transformation of Agriculture and the Project for Rural Income through Exports in Rwanda; the Rural Finance Institution Building Programme, the Value Chain Development Programme and the Community-based Natural Resource Management Programme, Niger Delta in Nigeria; the Swaziland Water and Agricultural Development Enterprise Project and the LUSIP-GEF Sustainable Land Management Project in Swaziland.

Besides such examples and those mentioned above, also worth mentioning are the "regional and national learning centres" that have emerged from initiatives in Uganda, Rwanda and Sierra Leone. As one of the main conclusions of the 2016 "Forum on Empowerment through Household Methodologies," the participants personally engaged in country and regional hubs and developed specific modalities for working together and

promoting the scaling up of the methodologies. Such learning centres are envisioned to be local organizations applying HHMs within their communities and other development stakeholders involved in capacity-building and community development and focused on knowledge-sharing and skills development.<sup>42</sup> For example, an NGO trained in Rwanda is now able to build capacity within IFAD projects in Nigeria and Madagascar.

### Selecting strong partners and building effective partnerships

Several IFAD partners have promoted and implemented the use of HHMs. Oxfam Novib has been a grantee of several IFAD grants and has further developed HHMs with IFAD support, especially the GALS methodology. Procasur, a Chile-based NGO, which has extensive experience in the development and implementation of the LR methodology, has been a key partner in the successful uptake of GALS in several African countries through this particular SSTC activity. Furthermore, the private sector has been increasingly using HHMs, especially in the coffee and cocoa sectors where Hivos has promoted GALS methodology.

### Other, unexpected, key drivers

A unique driver of success of the HHMs has been the personal commitment and passion for people-centred and evidence-based methodologies such as the GALS, which has generated a large number of “champions” at both institutional and field levels. The enthusiasm and number of participants who wish to share the methodology with others is the real proof that HHM makes a difference. GALS uses a pyramid peer training to reach out beyond the group initially trained. Access to HHMs can also be demand-led, when neighbours witness the benefits experienced by families practising HHMs and they also wish to reap such benefits. The power of these “neighbours” is that they go beyond borders, given that people from different countries, such as the Democratic Republic of the Congo and Sudan, have expressed an interest in receiving training.

As it resulted from the 2016 Forum on Empowerment through Household Methodologies, the number of people involved in different types of HHMs is estimated at over 130,000, a figure which does not include those reached indirectly through peer sharing and informal replication. At the institutional level, country portfolio managers, team leaders and experts on mission can make the difference, and act as key drivers to promote the use of HHMs.

## Main lessons learned and priorities for the future

### Key lessons for replicating successful models

It is clear that HHMs are a successful method and innovation in the development sector to tackle the issue of gender imbalance and to achieve gender-transformative changes within the households of poor smallholder farmer families. IFAD, as one of the leading international development agencies that has been investing in its development (through innovative grants), promoting and applying innovative HHMs, has played a key role in furthering the application of the methodology in several countries in Africa, partnering with other international organizations and development institutions and through SSTC activities.

<sup>42</sup> These “hubs” will be further developed to serve IFAD needs with a forthcoming grant on scaling up HHM in WCA, ESA and NENA regions (2018-2022).

The main lessons to be drawn from IFAD's experience in disseminating HHMs through SSTC activities are related to understanding the factors on which the success of the methodology depends. Specifically, it has been noted that the following considerations are necessary to promote HHMs.

1. Enabling environment and support at the community level, including local leadership;
2. Building strong partnerships with key actors promoting HHM and GALS – such as global players like Oxfam, Hivos, Procasur and national players such as the National Smallholder Farmers' Association of Malawi – and engaging with them in SSTC activities is fundamental;
3. An enabling environment in IFAD at all levels is critical for successful uptake and replication of the methodologies;
4. The technical leadership role of IFAD in further refining the methodologies, promoting SSTC, sharing knowledge and offering capacity-building is key to take-up at the project level;
5. First-hand experience, through SSTC activities, such as exposure visits and LRs, is essential in order to witness the empowerment of individuals, their newfound confidence, and their ability and willingness to share their stories on their transformative experiences, which have a concrete impact on their income generation and well-being;
6. Community-led approaches to transform gender relations and norms are brought to scale within project time frames if included in the design and allocated appropriate resources to strengthen sustainability;
7. Involving IFAD-supported investment programmes effectively requires engagement at different levels; by involving programme staff and resource persons from the first capacity-building event onwards, they can learn from each of the capacity-building phases and appreciate the process of practical implementation.

Several lessons learned were also shared and addressed during the 2016 Forum on Empowerment through Household Methodologies. During the forum, for example, participants noted that collaboration and partnerships between civil society organizations, government agencies and the private sector is the way forward to promote empowerment through HHMs. Moreover, learning and capacity development for both individual experts and "new takers" of HHMs are essential to promote scaling up.

### **Opportunities for strengthening IFAD's delivery of SSTC as part of its business model**

The implementation and delivery of HHMs through SSTC activities can be considered one of the most successful cases within IFAD's portfolio. HHMs and GALS specifically are working quite well, especially because the methodologies are working towards behavioural change in several developing countries, which is a very important achievement.

Despite the positive impact in several African countries regarding the application of the methodologies, there are still some challenges that prevent the full adoption, scaling up and scaling out of the HHMs.

- I. The potential for expansion and impact is high, but it is necessary to adjust the methodology to different contexts. Replication of HHMs across the IFAD portfolio is fragmented and usually reflects the commitment (or otherwise) of individual project staff and consultants.
- II. There is scarce availability of GALS experts around the world.
- III. Changing the mind-set of facilitators and fieldworkers, as well as IFAD's staff in HQ and IFAD country offices (ICOs), on their approach to moving from a top-down gender-mainstreaming process to a more participatory locally owned approach can be challenging.
- IV. The follow-up phase after the SSTC activities that should be implemented in order to ensure long-term sustainability and higher impact are not always put into place.

In order to tackle the first issue, the gender desk in the Policy and Technical Advisory Division (PTA) has prepared a toolkit that is currently being used to strengthen the outreach of household methodologies to IFAD staff and also outside the institution.

Moreover, in terms of expanding the use of HHMs and specifically GALS, additional financing was secured from the Governments of Canada, Finland, Japan and Norway, as well as Procasur. The last has implemented its own knowledge-sharing methodology by creating two LRs in Uganda in which household mentoring and GALS were featured.

To increase the availability of GALS experts around the world, it is important to invest in their capacity and develop a rich and well-articulated roster of technical experts in the topic.

Regarding the third issue, it is suggested that IFAD strengthens its SSTC activities (such as LRs, events, exchanges among countries, etc.) to enable the household mentors, IFAD staff, facilitators and fieldworkers from different countries and contexts to share their experiences, discuss the challenges and the difficulties encountered in the process and to share possible solutions. At the IFAD level (HQ and ICOs), dissemination, communication and knowledge management on HHM needs further support at all levels, even though IFAD's gender network, facilitated by the PTA Gender Desk, includes project staff, partners, consultants, etc., and allows exchanges of information and relevant opportunities to a larger scale.

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#### **People and institutions interviewed**

- Maria Hartl, Senior Technical Specialist, Gender and Social Equity, Policy and Technical Division, IFAD
- Anja Soanala Rabezanahary, Junior Professional Officer, Gender and Social Inclusion, Policy and Technical Division, IFAD
- Silvia Sperandini, KM and Communication Focal Point, Gender Team, Policy and Technical Division, IFAD



## 4 Niger-Nigeria Trade Corridors (ProDAF)

### Basic information on the SSTC activity

<b>Title:</b>	<b>Family Farming Development Programme (ProDAF) in Maradi, Tahoua and Zinder Regions (Niger)</b>
Project or grant ID:	1100001688
Type of activity:	Loan and Grant to the Republic of Niger
Region:	Three corridors between Niger and Nigeria: (i) Kano-Jigawa-Daura-Zinder, (ii) Kano-Katsina-Maradi, and (iii) Tahoua-Sokoto-Kebbi
Countries involved:	Nigeria and Niger
Grantee:	Not applicable
Board approval date:	April 2015
Completion date:	April 2023
Total grant or loan amount (US\$):	207.2 million
Learning subjects	Agricultural development, value chains, rural finance, rural enterprises, community development, rural infrastructure

### Brief description of the SSTC activity

The programme's general objective is to promote sustainable food and nutrition security and resilience to crises among rural households in the Maradi, Tahoua and Zinder regions of Niger. The development objective is to sustainably increase the income of 240,000 family farms, strengthen their resilience to external shocks, including climate change, and enhance their access to local, urban and regional markets in the three regions. A first component aims at boosting productivity to ensure sustainable family farming while a second component aims at **improving access to markets** through three main areas of intervention:

- Infrastructure (e.g. semi-wholesale markets, satellite hubs, and rural roads) to access marketing platforms, through building a cooperation framework involving all economic actors on the site and a local cooperative union responsible for managing each satellite hub;
- Management structures for all commercial rural infrastructure created or rehabilitated;
- Cross-border trade facilitation, mainly between Niger and Nigeria, increasing knowledge about relevant constraints and testing solutions with economic actors. The activities target three trade corridors of Niger and Nigeria: Kano-Katsina-Maradi (K2M), Tahoua-Sokoto-Kebbi (TSK), and Zinder-Jigawa/Daura-Kano (ZJDK). **The cross-border trade facilitation is taken as an innovative example of SSC between Niger and Nigeria.**

The project is aligned with and contributes to IFAD's broad strategic objectives (SOs) and areas of thematic focus.

- **With regard to SO1 – Increase poor rural people's productive capacities:** access to natural resources; access to agricultural technologies and production services; inclusive financial services; and nutrition. The programme invests in: (i) farmer field schools promoting producers' innovations and new agricultural technologies through adapted advisory services (regional chamber of agriculture, NGOs and local advisory services groups); (ii) inclusive rural financial services; and (iii) women's leadership for nutrition.
- **With regard to SO2 – Increase poor rural people's benefits from market participation:** diversified rural enterprise and employment opportunities; rural investment environment; rural producers' organizations; rural infrastructure – ProDAF supports the engagement of poor rural people in markets for goods and services. The programme builds and expands agricultural value chains, reducing risk and transaction costs along them, improving the terms on which smallholder farmers participate in them, and creating employment for youth and women along the entire chain. ProDAF also aims at improvements in farm-to-market roads, better storage facilities, satellite hubs and half-bulk marketplaces to encourage farmers to invest in better production technologies, and private companies to source more products from smallholder farmers. In addition, ProDAF influences public policies and strengthens institutions and organizations in the rural space that improve the terms of poor people's engagement with markets.
- **With regard to SO3 – Strengthen the environmental sustainability and climate resilience of poor rural people's economic activities:** environmental sustainability; climate change – the programme builds resilience in rural people's livelihoods, allowing: (i) the most vulnerable small-scale farmers to access 100 per cent subsidized safety nets programmes; (ii) the moderately vulnerable farmers to benefit from diversification activities to mitigate risks and to access financial services; and (iii) farmers with low vulnerability levels to increase their productivity through access to agricultural technologies and production services. In this context, special attention is paid to climate resilience and environmental sustainability, using a watershed management approach and climate-resilient techniques such as sustainable soil conservation and management, water use efficiency, land rehabilitation and assisted natural regeneration.

## The drivers of success seen in IFAD's role as SSTC facilitator

### Strengthening capacities, institutions and policies for enhanced livelihoods

**SSTC activities related to cross-border trade between Niger and Nigeria.** The set-up of these SST activities promoted by ProDAF allows for better coordination between the institutions related to cross-border trade: the Nigeria-Niger Joint Commission for Cooperation (NNJC), the Commerce and Industry Chamber of Niger, the Nigeria-Niger Consular Trade Office as well as economic operators and farmers' organizations. The interventions aim at providing evidence-based knowledge and building capacities to better engage in cross-border trade policy dialogue at regional, national and local levels. In 2016, the NNJC organized a first mission to improve policy dialogue between authorities from both sides of the K2M and TSK corridors, and officially launched the new Kano-Jigawa-Daura-Zinder (KJDZ) cross-border development corridor in Dutse, Nigeria. The impact of the SSTC activities cannot yet be assessed as they started in 2016. However, the expected outcome is a better regional integration between the targeted areas of Niger and Nigeria.

Commitments were already taken to financially support trade promotion within the corridors and advocate for investment in jointly identified roads. Key outputs from the projects are as outlined below.

- Local technical offices (LTO) set up in the main localities along the three corridors, comprising both public and private stakeholders from transport and infrastructure authorities, customs authorities, trade and industry bodies, and users of the development corridors. Their role is to identify the needs and design action plans to improve trade, food security, capacities of economic operators through training and sensitization sessions, communication and infrastructure.
- Three studies were carried out on: (i) corridor characterization; (ii) agro-sylvo-pastoral and livestock trade, illegal taxation and trade barriers in the three corridors; and (iii) scaling up of the "*bon d'enlèvement et commercialisation*" on crops such as onions and cowpeas.
- Training in regional integration was provided to 20 participants including the NNJC, chambers of commerce, the Regional Directorate of Commerce and LTOs of K2M corridor, while specific training was also offered for LTOs on their mandate and specifications. An exchange workshop was also organized on the promotion of cross-border trade between Niger and Nigeria.

### Addressing the new, pressing and salient issues of today

Regional integration is a priority for Africa, involving moving goods more easily across borders; improving transport, energy and telecommunications; enabling people to move more freely across frontiers; and allowing capital and production to move and grow beyond national limits. By launching the cross-border development corridors, cross-border trade and food security is being improved and economic integration between Niger and Nigeria is strengthened. The corridors will boost the economies of both countries by improving flows of agro-pastoral products and facilitating linkages between development poles and transportation systems. The country-to-country sharing in this activity contributes to improved practices in transportation taxes, on both sides, monitoring of cross-border trade flows and control of trade barriers, and evidence-based advocacy to harmonize customs practices throughout both countries in order to prevent excessive delays at borders, and to allow the corridors' trade to flourish.

### Designing and transferring advanced and tailor-made innovations to target specific gaps and challenges in partner countries

The gaps that are addressed by the SSTC activities promoted in ProDAF are the following.

- **Knowledge gaps** include: (i) identifying the trade barriers in the three corridors; (ii) quantifying the flow of agro-sylvo-pastoral products in the three corridors to better understand the market dynamics and issues; (iii) analysing key value chains such as millet, sorghum, onions, sugar cane and tomatoes, among others; and (iv) assessing the impact of abnormal/illegal practices and taxation on prices. All this complements the information gathered by the Observatory of Abnormal Practices, set up by the Permanent Interstate Committee for Drought Control in the Sahel (CILSS), which monitors corruption levels within the K2M and TSK corridors to inform policies. In addition, the SSTC activities promoted in ProDAF support the Nigeria-Niger Joint Commission to achieve its mandate regarding **market development between the two countries** through capacity-building and resource allocation.
- **Advocacy and policy gaps** include support to policy dialogue and decision makers' engagement, in line with the principle of subsidiarity, at the national and international levels through the NNJC<sup>43</sup> as well as at the local level through setting up local technical offices. The offices located in the K2M corridor are already supported by the NNJC through the Competitiveness and Growth Support Project (PRACC) and CILSS, while ProDAF will fill the gap supporting the creation of local technical offices in the TSK and ZDK corridors;
- **Conferences involving regional institutions**, such as West African Economic and Monetary Union (UEMEO), Economic Community of West African States (ECOWAS) and CILSS, and **international institutions**, such as the New Partnership for Africa's Development (NEPAD), Club du Sahel et de L'Afrique de l'Ouest (CSAO) and IFAD, to sensitize policymakers on trade barriers and inform on the envisaged solutions.

### Sharing and building on earlier successes for new beneficiaries through the linking and sequencing of grants and loans

The activities related to cross-border trade were designed in the previous project, *Projet d'appui à la sécurité alimentaire et au développement dans la région de Maradi (PASADEM)*, and extended and fine-tuned when the projects (*PASADEM/RUWANMU Small Scale Irrigation Project* and *Programme d'Action Communautaire – PAC*) merged into one single programme (ProDAF). However, these activities were fine-tuned by an expert from GRET,<sup>44</sup> who drew on the expertise of his organization on regional integration in West Africa, during a support mission for the preparation and start up in July 2015. The GRET mission organized working sessions with key partners involved in cross-border trade: the NNJC, the Nigerien Chamber of Commerce and Industry (CCIAN), the K2M initiative and local technical offices, the Nigeria-Niger Consular Chamber, CILSS/Participatory Rural Appraisal (PRA), and the West African Economic and Monetary Union (UEMOA).

43 NNJC have the general and exclusive jurisdiction to identify the several ways and means of coordinating and harmonizing the economies of the two countries in all fields with a view to achieving increased and more effective cooperation between them.

44 Founded in 1976, GRET is an international development NGO, governed by French law, that acts from work on the ground up, influencing policy, with the aim of providing durable and innovative answers to the challenges of poverty and inequalities.

### Drawing on emerging expertise within the region to provide solutions

In addition to the trade corridors activities, the IFAD country team in Niger provided technical expertise on how to support local innovation in the framework of Neer-tamba<sup>45</sup> IFAD project (2012-2020) in Burkina Faso. This project has a strong focus on supporting local development initiatives in agriculture, livestock and natural resources, while strengthening the capacities of operators such as producer organizations, public and private service providers, associations, etc. to offer advisory services to farmers. Through Agrinovia – a master’s programme on innovation and partnership in rural development offered by Ouagadougou University – the Neer-tamba project team was trained on “innovation process and local innovation support” using the knowledge and experience of the university and the Paysannes pour le Développement d’Aguié (PPILDA) and PASADEM projects in Niger. More specifically, the SSTC activities were concentrated in two areas: (i) one week of training in July 2016 focusing on innovation, case studies on farmers’ innovation processes, and methodology on how to support local innovation using the experience by IFAD-led projects in Niger (PPILDA mainly); at the end of the training, the Neer-tamba project team designed an action plan to set up a local innovation plan; and (ii) in January 2017, Neer-tamba was supported by an ex-PPILDA/PASADEM staff to proceed with the self-diagnostic and tracking of local innovation in their regions of intervention.

### Selecting strong partners and building effective partnerships

Cross-border cooperation is a local initiatives approach through which actions are formulated and implemented by private and public local actors from two or more countries that have common borders. SSTC cross-border trade activities have been designed building on the experience of several regional and international partners in the region. For instance, ECOWAS, in collaboration with the Sahel and West Africa Secretariat (SWAC/OECD), initiated in 2005 the Cross-Border Initiatives Programme with the objective of supporting cross-border collaboration in West Africa and, over the long term, reducing the “barrier effect” created by borders. In the Cross-Border Initiatives Programme (2006-2008), they used a network approach to illustrate how actors cooperate and may influence decisions. The SSTC activities also built on the expertise of CILSS, and on synergies with their ongoing Regional Market Access Programme (PRAM). Over the past 10 years, CILSS has built strong expertise in markets and cross-border trade.

## Main lessons learned and priorities for the future

### Key lessons for replicating successful models

At this stage of project implementation, it is difficult to draw lessons for the future as the cross-border activities were initiated in 2016. Most activities to date have been geared towards setting up the institutional framework (corridors, stakeholder platforms, workshops, partnership agreements, etc.) and leading key technical and feasibility studies. However, cross-border trade integration is an innovative initiative in IFAD’s portfolio in Africa and, as such, it is of high importance for the Fund.

45 Neer-tamba is the Participatory Natural Resource Management and Rural Development Project.



### Opportunities for strengthening IFAD's delivery of SSTC as part of its business model

The special attention given by IFAD to the transport corridors from Niger to Nigeria, especially through the development of country-to-country cooperation and dialogue, is a key opportunity to learn from SSTC delivery. Nevertheless, to build on successes it is necessary to set up a monitoring and evaluation system that reports not only against project indicators but also against SSTC activities. Project design documents, logframe and supervision reports need to have process indicators on SSTC activities as well as indicators at the output level that show how the SSTC delivery contributed to outcome indicators. This also implies clear operational guidelines to allow SSTC to be built into project actions and components.

Opportunities to improve IFAD's delivery of SSTC regarding cross-border trade and corridor development should focus on exchanges of solutions with other experiences in Africa related to economic corridors such as the Spatial Development Initiative model in the Southern African Development Community (SADC). This model serves as an integrated planning tool for promoting development in regions that exhibit strong growth potential; it offers systems through which the public sector crafts conditions are attractive to private investment and public-private partnerships. The Maputo Development Corridor is a successful example of this.

In addition, although IFAD is already playing a key role in facilitating knowledge access and sharing (platforms of exchange on prices, illegal taxes, etc.), an opportunity to strengthen SSTC would be for IFAD to extend this knowledge-sharing beyond the project partners, facilitating the connection between "demand" and "supply" through creating or strengthening knowledge platforms to share expertise, knowledge and solutions within the region.

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#### People and institutions consulted

- M. Zazouli Dan Tata, Market Access Specialist, ProDAF
- M. Hassane Issa, former Local Innovation Expert, PASADEM

## 5 ACC Parkland trees and livelihoods (ICRAF)

### Basic information on the SSTC activity

<b>Title:</b>	<b>Parkland Trees and Livelihoods: Adapting to Climate Change in the West African Sahel</b>
Project or grant ID:	1225
Type of activity:	Grant
Region:	West Africa
Countries involved:	Burkina Faso, Mali, Niger
Grantee:	World Agroforestry Centre (ICRAF)
Board approval date:	6 December 2010
Completion date:	30 June 2014
Total grant or loan amount (US\$):	1 500 000
Learning subjects:	Natural resource management, community development, rural enterprises

### Brief description of the SSTC activity

The overall goal of the project is to improve the livelihoods of rural poor communities in four IFAD loan-financed investment project sites in Burkina Faso, Mali and Niger by adapting, diversifying and conserving parkland agroforests, and diversifying revenue-generation options from parkland trees in response to climate change.

The project has four objectives:

1. Facilitate better participatory research, knowledge exchange and adaptation to climate change;
2. Diversify, improve and conserve native tree species in parkland agroforests;
3. Diversify and increase the value of tree products marketed through community-based enterprises;
4. Disseminate the knowledge generated, innovations and strategies at the national, regional and international levels.

The five components and principal activities of the project are:

1. Project planning, coordination, monitoring and evaluation, economic analysis;
2. Participatory research, knowledge exchange and adaptation to climate change;
3. Diversify, improve and conserve native tree species in parkland agroforests;
4. Diversify and increase the value of marketed tree products;
5. Disseminate knowledge, innovations and strategies.

The project is clearly well aligned and contributes to IFAD's broad strategic objectives (SOs) and areas of thematic focus.

With regard to SO1 – **Increase poor rural people's productive capacities** – the project contributes to its achievement by: (i) raising productivity of native trees in the parklands and thereby increasing food and nutritional security of the rural poor, and (ii) improving

access in rural poor communities to improved technologies based on selected and adapted germplasm of native trees.

With regard to SO2 – **Increase poor rural people’s benefits from market participation** – the project contributes to its achievement through the creation of rural business enterprises based on tree products.

With regard to SO3 – **Strengthen the environmental sustainability and climate resilience of poor rural people’s economic activities** – the project contributes to it by: (i) strengthening the capacity of the rural poor and their organizations to manage and conserve their natural resources, and market a broader range of high-value products from native trees; (ii) reducing threats to rural livelihoods posed by climate change by diversifying native trees in the parklands and increasing their adaptation to projected hotter, drier climates, and thereby diversifying and securing sources of food, medicines and incomes; and (iii) by informing stakeholders in sustainable rural development and climate change adaptation planning based on the knowledge generated and lessons learned.

## The drivers of success seen in IFAD’s role as SSTC facilitator

### Strengthening capacities, institutions and policies for enhanced livelihoods

The Directors of four IFAD investment projects in the three countries covered by the grant were members of the grant steering committee. They provided recommendations regarding the grant’s annual programme of work in order to ensure that the grant’s activities, outputs and outcomes were aligned with the goals of the four investment projects. They also provided cofinancing – the Programme de Promotion des Initiatives Paysannes pour le Développement d’Aguié (PPILDA), Niger, and the Fonds de Développement en Zone Sahélienne (FODESA), Mali – and logistical support – the Programme de Développement Rural Durable (PDRD), and the Programme d’Investissement Communautaire en Fertilité Agricole (PICOFA) in Burkina Faso – to support the scaling up of successful methodologies (such as the participatory analysis of vulnerability and adaptation to climate change) and technologies (such as participatory tree domestication, farmer-managed natural regeneration and diversity field fairs for trees).

The steering committee also included representatives of the national agricultural research institutes of Burkina Faso (INRAN), Mali (IER) and Niger (INERA). **The exchanges, learning and planning thus involved the grant recipient, the IFAD project coordinators and the national agricultural research institutes.**

### Addressing the new, pressing and salient issues of today

In the grant design document at least two important SSTC areas of activity were foreseen under the second grant objective “Facilitate better participatory research, knowledge exchange and **adaptation to climate change.**”

- (i) “Learning routes” approaches will be used to exchange ideas, experiences and innovations among project sites, and thereby create a dynamic knowledge exchange and learning network among the IFAD projects. For example, farmers in some project sites use seeds and leaves of certain native trees for food, especially during the long dry season, but farmers are unaware of these uses in the other project sites. Another example concerns natural regeneration: farmers in PPILDA

project site are sustainably producing wood for energy and local construction by managing natural regeneration of native tree species, but these sustainable practices are not widely used in the other project sites. Clearly there are opportunities for strengthening knowledge-sharing and learning.

- (ii) Training farmers in diversity field fairs (DFF) and seed fairs (SF). The objective of this activity is to improve participatory skills of farmers to select and conserve more productive and better adapted germplasm of indigenous trees on farm. The methodology was initially developed by Bioversity International and PPILDA for crop varieties (as part of a previous technical assistance grant accorded to the International Plant Genetic Resources Institute – IPGRI). The methodology was adapted by a previous technical assistance grant accorded to ICRAF for tree germplasm and tested in villages in the PPILDA project site in Niger. Experienced personnel from PPILDA, INRAN and ICRAF, with active participation of experienced villagers from the PPILDA project site, will prepare a training of trainers guide for DFF and SF that focuses on tree germplasm. The personnel from PPILDA, INRAN and ICRAF will then train project personnel in Burkina Faso and Mali as trainers in DFF and SF approaches for tree germplasm (at least two project personnel in each National Agricultural Research Institute (NARI), IFAD project and forestry extension institute). These trainers will then train farmers as trainers in DFF and SF for tree germplasm in at least 18 villages in Niger, Burkina Faso and Mali (at least two farmers, one man and one woman per village).

In the project documentation made available for the preparation of this case study (supervision report, project completion report, grant status report), there is no indication as to whether learning routes between farmers of the project sites of the three countries have taken place (although farmer exchanges within individual countries did take place and were an essential instrument for the success of the project). Also, although in the documentation the DFF and SF are both mentioned as having taken place, it is not explained if indeed the personnel from PPILDA and INRAN were those who trained the project personnel in Burkina Faso and Mali as trainers in DFF and SF approaches for tree germplasm. If either or both of these activities did take place, then a further analysis of the contribution of the SSTC to improved practices in the “recipient countries” would be useful in order to obtain an understanding of the impact of the activities on climate change and resilience.

### Designing and transferring advanced and tailor-made innovations to target specific gaps and challenges in partner countries

The project was designed to address the capacity gaps defined as a priority by the farmers themselves, **in particular the need for developing climate adaptation plans**. Rural communities are very concerned about the projected hotter/drier and more variable climatic conditions in the future. As tree species disappear locally due to hotter/drier conditions, options for products, services and revenue decrease. Moreover, many native trees provide food from fruits and leaves, which is especially important during the “famine period” when grain reserves are low or depleted and rural communities are waiting for the next grain harvest. As these tree species disappear, therefore, food and nutritional security of rural communities decrease. Increasing the adaptation and diversity of native tree species in the parklands, and the diversity and quality of tree products, are key strategies that the communities identified to minimize risks to their livelihoods in the face of the projected



climate change. Rural communities depend on more than 115 native tree species in the parklands of the West African Sahel. Rural communities in drier regions depend upon significantly more species than communities in more humid regions. Maintaining these species or other species that provide equivalent products and environmental services in a hotter/drier climate demands the development and implementation of local climate change adaptation plans. In conclusion, **rural communities understand that they should develop and implement adaptation plans but they need technical assistance.**

This grant was designed as a response to the above requests of local farmers in the West African Sahel. As explained above, the grant included the involvement of national agricultural research institutes in Niger, Burkina Faso and Mali, four ongoing IFAD-financed projects in the three countries, farmers' organizations, and of course the international research centre ICRAF, recipient of the grant. Through the scaling up of successful interventions realized under the previous ICRAF grant for addressing climate adaptation in the same region, the project helped reduce risks to rural livelihoods, but also produce international public goods. For example, the local adaptation plans were used to inform other stakeholders in climate change adaptation planning at the local, national and regional levels, and technical papers, research articles and training materials were disseminated.

### Sharing and building on earlier successes for new beneficiaries through the linking and sequencing of grants and loans

The grant project was designed by building on the lessons learned from a previous technical assistance grant provided to ICRAF for similar work on climate change adaptation in Burkina Faso, Niger, Mali and Senegal. For example, the "school biodiversity garden" approach, which is conceptually similar to "farmer field schools," was developed in Niger through the previous grant to ICRAF. It is a particularly innovative way to disseminate local knowledge about native tree species from the older to the younger generation and thereby conserve this knowledge for future generations. In addition, the "farmer field school" approach was used to train farmers in practical techniques for tree domestication, management of tree natural regeneration, and soil/water conservation while the "learning routes" approach was successfully used to exchange knowledge and innovations among villages. As mentioned above, ICRAF worked closely with four IFAD investment projects in the three countries, with two of these projects cofinancing the grant activities and two others providing logistical support. Research, training and development activities of the grant project were designed not only to benefit the rural communities but also to benefit the participating IFAD investment projects. Staff from the investment projects contributed to the development of some methodologies, and in turn received training in other methodologies and technologies.

### Drawing on emerging expertise within the region to provide solutions

Farmers in the Sahel have been dealing with climate change for many years and have developed innovative solutions for addressing the phenomenon. However, they need technical assistance and support to improve and scale up their ideas and local practices and this is what this project focused on. The original ideas behind the project came from village and intervillage committee meetings of a previous ICRAF grant on addressing climate adaptation in Burkina Faso, Mali and Niger, and were further developed following discussions with national teams, Country Programme Directors, Technical and Senior Technical Advisors in the Environment and Natural Resource Management desk at IFAD,

and scientists at Bioversity International in Rome, with staff from IFAD investment projects and other partner institutions, and with scientists at ICRAF in Nairobi.

### Selecting strong partners and building effective partnerships

ICRAF's well-known experience in the field of climate adaptation, the successful outcomes of a previous grant, and its renowned team of research and practitioners were behind the success of this project. More importantly, the work in partnership with regional players and IFAD projects operating in the field gave the activities implemented better opportunities for future sustainability and expansion of the various practices developed on climate adaptation to other communities not directly benefiting from the grant activities.

## Main lessons learned and priorities for the future

### Key lessons for replicating successful models

Except for the participation of the implementation partners from the three countries covered by the grant to the annual steering committee meetings, no evidence is found in the documentation on whether SSTC activities between Niger, Burkina Faso and Mali did indeed take place. So, although the activities are interesting and deal with a very important phenomenon (climate adaptation), lessons for replication on SSTC cannot be provided here.

### Opportunities for strengthening IFAD's delivery of SSTC as part of its business model

In order for IFAD to learn about ongoing activities on SSTC, the reporting documents (supervision and completion reports) should contain sections on SSTC (which can be filled in or not depending on whether SSTC actually occurred in the project). The definition of SSTC has to be better communicated to IFAD staff. For example, this particular case study does not truly fulfil the definition of SSTC. It was selected because the definition of SSTC was understood to mean exchanges between farmers as part of SSTC, even if the farmers were from the same country.

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#### People and institutions interviewed

- Ilaria Firmian, Environment and Climate Knowledge Management Officer, Environment and Climate Division, IFAD

## 6 Inter-University Partnership – Agrinovia

### Basic information on the SSTC activity

<b>Title:</b>	<b>Agrinovia Innovation and Rural Development, MSc Programme (Support to inter-university partnership for strengthening innovation capacities)</b>
Project or grant ID:	Italian supplementary funds
Type of activity:	Italian supplementary funds to be managed by the IFAD requesting officer
Regions involved:	West and Central Africa, Europe
Grantee:	
Board approval date:	1 October 2008
Completion date:	31 December 2010
Total grant or loan amount (US\$):	50 000
Learning subjects:	Improvement of rural human capital, long-term sustainable rural development policies

### Brief description of the SSTC activity

From 1998 to 2003, a series of pilot IFAD grant-funded activities were carried out on a small scale in the Aguié region of Niger, which led in 2005 to the design and approval of a new large, IFAD-funded investment project, the “Projet de Promotion des Initiatives Locales pour le Développement d’Aguié” (PPILDA). This project was designed as a scaling up of fruitful exchanges between farmers and scientists and their different knowledge systems and a scaling out of local innovations through the development and application of new, co-research (farmer-scientist) methodologies (from characterization to co-validation, improvement and dissemination of innovations).

After eight years of implementation, PPILDA generated dramatic sustainable improvements in the productivity of thousands of farmers, and significant increases in their household resilience (PPILDA completion report – IFAD 2014). Beyond physical and tangible impacts on food production and access – achieved through, inter alia, improved soil protection and increased fodder availability ensured by assisted natural regeneration, new soil fertility management practices, better performing cereal banks, local seed variety selection and multiplication, etc. – PPILDA’s approach towards the support of local innovation significantly enhanced the self-confidence and self-esteem of farmers. The “PPILDA approach” permitted farmers to unleash their potential in playing an active and prepositive role in development rather than perpetuating the habit of being placed in the position of passive aid recipients. This major attitudinal change turned out to be a key prerequisite for the sustainable and effective actions conducted in Aguié at all levels of the multidimensional fight against poverty.

In view of these outstanding results, it was felt that the PPILDA approach had to be diffused, outside of Aguié, to research and development practitioners within Niger but also in the West and Central Africa region and even further internationally. It was decided that one way to go about this was to support curricular change within selected universities to bridge the gap between existing teaching methods/contents and participatory innovation development requirements. This idea led to the development of a multi-actor and multidisciplinary capacity-building programme, named “Agrinovia,” which became an international master’s programme in 2010, housed at the University of Ouagadougou, Burkina Faso ([www.agrinovia.net](http://www.agrinovia.net)). Initially developed through an Italian supplementary funds US\$50,000 project, once in place it received further financing directly from Italian bilateral cooperation, with cofinancing and technical support from the Università di Roma III (an Agrinovia partner) as follows:

Agrinovia 1.0: 19 January 2011 to 15 June 2013, EUR 300,000

Agrinovia 2.0: 11 November 2013 to 11 March 2015, EUR 220,000

Agrinovia 3.0: 2017 to 2019 for a total amount of EUR 906,861

Agrinovia responds to all three of IFAD’s broad strategic objectives and areas of thematic focus.

## The drivers of success seen in IFAD’s role as SSTC facilitator

### Strengthening capacities, institutions and policies for enhanced livelihoods

Coordinated by the University of Ouagadougou, Burkina Faso, Agrinovia draws on the most advanced methodological approaches in participatory technology and innovation development (in particular those successfully tested in Niger) and is inspired by new ways of learning, based on “real-world” situations and a partnership between a broad range of stakeholders. Agrinovia’s main modules – on innovation support, partnership and communication – provide a rigorous pedagogic approach to identify, characterize, validate and improve agricultural and rural innovation processes also through building and managing effective partnerships and developing appropriate communication tools.

Agrinovia’s “Learn to Innovate through Partnerships in Rural Contexts: Concepts, Methods and Tools” master’s programme is a level 2 professional, international and multidisciplinary course with the objective of developing students’ capacities to understand and support local innovation processes through appropriate partnerships. It is located within Human Sciences Education in the University of Ouagadougou. Some of the professors are practitioners who worked with the PPILDA project and are thus able to directly bring their hands-on experience of the PPILDA approach.

Since its first year of activity, despite the challenges faced in managing a multi-actor training process, the following results can be mentioned.

- For the institutions (mostly development projects) that sent their staff to the training, the investment has shown to be highly effective and beneficial, since the new competencies acquired could be immediately applied at the field level. The course also permitted professionals to step back and enter into a process of self-reflection on their attitudes and practices, a process that is instrumental towards understanding the benefits of engaging in collaborative innovation with farmers through partnerships.

- For students, the records show that within six to 12 months they have been able to obtain employment in ministries, NGOs and projects. Some were in fact contracted by the projects where they undertook their four-month internship in order to continue their research in the field. A number of students continue their research through PhDs to deepen the theories, concepts and methods acquired through Agrinovia.
- Professional participants have advanced in their careers and/or found new employment opportunities.

### Addressing the new, pressing and salient issues of today

As mentioned above, for the institutions that sent their staff to the training, the investment has shown to be highly effective and beneficial, since the new competencies acquired could be immediately applied at the field level. The course also permitted professionals to step back and enter into a process of self-reflection on their attitudes and practices, a process that is instrumental towards understanding the benefits of engaging in collaborative innovation with farmers through partnerships.

### Designing and transferring advanced and tailor-made innovations to target specific gaps and challenges in partner countries

The main gap in extension and research systems addressed by the training programme concerned the capacity to understand, identify, characterize and support local innovations (in terms of both processes and results) existing at the rural communities/village level as an entry point for development action. Agrinovia's partners are as follows.

Universities, members of REESAO (réseau pour l'excellence de l'enseignement supérieur en Afrique de l'Ouest), University Senghor d'Alexandrie (Egypte), ICRA-Agropolis, Partec Afrique centrale Douala, University of Roma Tre, FEPAB (Fédération des Professionnels Agricoles du Burkina), CPF (Confédération paysanne du Faso), ODE (Office de Développement des Eglises Evangéliques), DIOBASS (Ecologie et Sociétés), CORADE (Agence de Conseils, Formation et Développement d'Expertises), ADIS-AMUS (Association pour le Développement Intégré au Sahel/Association les Mains Unies du Sahel), DP-ASAP/Cirdes – Dispositif de Recherche et d'Enseignement en Partenariat (DP) sur les systèmes agro-sylvo-pastoraux en Afrique de l'Ouest (ASAP)/Centre International de Recherche-Développement sur l'Élevage en zone Subhumide, DPF/INERA (Département de la Production Forestière/Institut de l'Environnement et de Recherche Agricoles), APME2A (Agence pour la promotion de la Petite et Moyenne Entreprise en Agriculture et Artisanale), CIRAD (Centre de Coopération International en Recherche Agronomique pour le Développement), CNSF (Centre National de Semences Forestières), SIAD (Service International d'Appui au Développement), ACT (Agriculture de Conservation), APPB (Association de Promotion des Projets BAMISA), Afrique verte, PlaNet Guarantee (micro-assurance agricole), au Burkina Faso, PASADEM (Projet D'appui à La Sécurité Alimentaire et au Développement dans la région de Maradi), FCMNYA (Fédération des Coopératives Maraichères du Niger/Niamey) au Niger, Aqua Dev ONG (Aquaculture et Développement Durable ONG) au Bénin.

The overall master's programme has an eight-month duration. Since its beginning, five yearly programmes have been carried out. Eighty-eight students from Burkina Faso, Benin, Togo, Niger, Chad, Central African Republic, Cameroon, Madagascar, Italy, Belgium and Switzerland have graduated. The average number of participants per session is 20 students,



out of which one third are professionals and the rest students from African and European universities. The mix of professionals and students facilitates fruitful interactions among these two categories of participants, hence providing additional learning opportunities.

### **Sharing and building on earlier successes for new beneficiaries through the linking and sequencing of grants and loans**

The latest edition of Agrinovia's professional short course (10 days), designed and offered in 2014 to the staff of all IFAD-funded operations in Burkina Faso – which has been conducive to the design of individual action plans to strengthen project performance and reorient their activities more in support to local innovations and farmers initiatives – has confirmed the interest and importance of investing in original pedagogic set-ups and new subject matters. The professional short course enabled participants to deepen their understanding not only of innovations per se but also, and above all, of innovation processes, while acquiring the skills to support them. This prototype course is currently being extended to other potential areas of application outside Burkina Faso, including Europe and hopefully other African countries/projects with the collaboration of the Université Catholique de Louvain (UCL), and potentially other universities in Europe and Africa.

### **Drawing on emerging expertise within the region to provide solutions**

The Agrinovia master's programme is wholly based on the knowledge exchange between development practitioners from Niger (many from the IFAD-funded projects) and Burkina Faso (from IFAD-funded projects as well as from universities), but also between these countries and universities from Africa and Europe. Niger, through PPILDA, had the specific experience of having successfully tested and implemented a new horizontal dissemination of local innovations through the development and application of new, co-research methodologies (from characterization to co-validation, improvement and dissemination of innovations), which resulted in dramatic, sustainable improvements in the productivity of thousands of farmers and significant increases in their household resilience. The Agrinovia master's programme focuses on the dissemination of this PPILDA approach to participants.

### **Selecting strong partners and building effective partnerships**

Agrinovia is today an international master's course as well as a professional short course. Both are paid for by participants, meaning that Agrinovia is today a private-sector venture, capable of financing part of its costs.

### **Other, unexpected, key drivers**

The PPILDA-Agrinovia SSTC experience is the result of a series of positive circumstances that were key to the outcomes:

- (i) A Policy and Technical Advisory (PTA) grants officer who was willing to think out of the box and who firmly believed in what he was attempting to do;
- (ii) Country programme managers (CPMs) in both Niger and Burkina Faso who understood the constraints, who were open to testing new approaches and were willing to assume the risk that goes along with testing innovative approaches;

- (iii) Project staff in Niger who were open to considering farmers as equal partners in development;
- (iv) Grant recipients who had the knowledge and experience in participatory co-research;
- (v) A university in Burkina Faso open to setting up a very innovative master's programme;
- (vi) Assured financing from the Italian bilateral cooperation.

## Main lessons learned and priorities for the future

### Opportunities for strengthening IFAD's delivery of SSTC as part of its business model

In this particular SSTC experience, the key lesson is that the people behind the experience were the key drivers of success: the PTA grants officer, the CPMs, the in-country personnel, the grant recipient, etc. To achieve good outcomes, good staff are needed. This particular experience was the outcome of good people in all the right places, and this is an important lesson in terms of achieving success in SSTC.

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#### People and institutions interviewed

- Alessandro Meschinelli, former Grant Officer, Policy and Technical Division, IFAD

## 7 China-IFAD Partnership

### Basic information on the SSTC activity

Title:	The China-IFAD Partnership
Project or grant ID:	I-R-1271-IPRCC-CN
Type of activity:	Grant
Region:	Asia and the Pacific
Countries involved:	Argentina, Bangladesh, Bhutan, Burundi, Cameroon, China, Egypt, Eritrea, Ethiopia, Ghana, Indonesia, Kenya, Lao People's Democratic Republic, Madagascar, Malawi, Mozambique, Nepal, Nigeria, Pakistan, Sierra Leone, Sri Lanka, Sudan, Tajikistan, United Republic of Tanzania, Zambia
Grantee:	International Poverty Reduction Center in China (IPRCC)
Board approval date:	24 May 2011
Completion date:	30 June 2014 (extended to 31 December 2014)
Total grant or loan amount (US\$):	338 000
Learning subjects:	Agricultural development, rural finance

### Brief description of the SSTC activity

Globalization has had significant effects on development cooperation. More and more middle-income countries increasingly engage in SSTC activities. National governments and international organizations, such as China and IFAD, recognize SSTC as an important approach for addressing development challenges through the sharing of knowledge and experiences and the transfer of technologies and skills between countries in the Global South. The collaboration between China and IFAD on SSTC highlights the significance of the approach and demonstrates the commitment from both sides.

The China-IFAD partnership on SSTC includes three important initiatives:

- The “Promoting South-South Cooperation with China on Poverty Reduction through Knowledge-Sharing” grant (hereafter the “China SSC grant”) (2011-2014);
- The exchange and twinning programme between Xinjiang, China and San Juan, Argentina (2013-2015);
- South Africa learning tour to China and other countries on rural and agriculture finance (2015-2016).

The main objectives of the **China SSC grant** include providing support to China to develop SSTC activities to promote rural development and poverty reduction in the Global South and strengthening the China-IFAD cooperation by building a multilateral platform to enable knowledge-sharing and learning activities between China and other IFAD programme countries. The grant included four areas of activity: (i) China-IFAD SSTC workshops; (ii) a personnel exchange programme; (iii) knowledge products for sharing and dissemination; and (iv) pilot and demonstration activities.

**The exchange and twinning programme between Xinjiang, China and San Juan, Argentina** derived from the China SSC grant. The programme had two main objectives, including knowledge-sharing between small and medium-scale producers and identifying collaboration opportunities in technology transfer and business-to-business (B2B) marketplaces in value chains. The programme included a bilateral exchange programme and policy workshops. The exchange visits occurred between IFAD's Xinjiang Uyger Autonomous Region Modular Rural Development Programme (MRDP) in China and IFAD-supported projects in San Juan, Argentina.

**The South Africa learning tour to China and other countries** aimed to inform the preparation of a new South African Producer Support Policy by highlighting innovative approaches emerging from developing country contexts, including those related to risk management and financial instruments to mitigate the lack of collateral. The learning tour exposed selected South African officials from the Department of Agriculture, Forestry and Fisheries to best practices and experiences from the agriculture and rural finance industry in China, the Philippines and Kenya. The officials travelled to IFAD- and Government-funded projects and interacted with key stakeholders from the Chinese Government, banks, microfinance institutions, IFAD project coordinators and project beneficiaries.

The China-IFAD partnership has contributed to all of IFAD's Strategic Objectives and areas of thematic focus. First, the China-SSTC workshops diversified rural enterprise and employment opportunities through connecting key stakeholders from different sectors, especially introducing agribusiness enterprisers in Africa to their Chinese counterparts. Moreover, the case study on Post-disaster Reconstruction and Poverty Alleviation and Development of Tangping Village in Wudu Country of Gansu Province discusses how to improve poor rural people's productive capacities by conducting demand-driven meetings to understand the urgent needs of the farmers, providing training programmes on pro-poor policies, agricultural technologies, and how to gain access to the relief funds, attracting investment, and providing subsidies for the agricultural producers. Second, the exchanges and twinning programme aimed to help strengthen the environmental sustainability by focusing on groundwater management and renewable energy technical facilities. The programme also planned to assist rural producers' organizations and improve the livelihood of smallholders in both regions by connecting them to sell off-season agriproducts to each other since small and medium-scale producers carry out most of the agricultural productions in the two provinces. Third, the South Africa learning tour could have the potential to improve the rural investment environment in South Africa since the officials will bring back lessons learned on capacity-building and financial instruments development to support smallholders in agribusiness.

## The drivers of success seen in IFAD's role as SSTC facilitator

### **Strengthening capacities, institutions and policies for enhanced livelihoods**

The **China SSC grant** achieved the following milestones. First, six China-IFAD SSTC workshops were held. Each session encouraged capacity-building and knowledge-sharing, provided opportunities for collaboration among regional and global partners, and had about 100 participants from 25 countries on average. The sixth workshop in Mozambique – the first to take place in Africa – focused on three important Chinese agricultural policy reforms, which encouraged agribusiness and mechanization. Second, the personnel exchange programme enabled six project staff (two per year) with in-depth knowledge of policy framework of rural development and poverty reduction in China and encouraged them to implement lessons learned in their home countries. Third, five out of the seven knowledge products analysed China's policies on rural and agricultural development and the domestic and international implications of the policies. Lastly, one pilot programme proposal about poverty reduction at a village level was developed and reviewed.

The **exchanges and twinning programme** produced two major outcomes. First, IFAD project staff from Argentina gained in-depth knowledge of innovations on groundwater management and drip irrigation in China. An IFAD-supported return visit enabled Chinese officials to understand Argentina's experiences in pro-poor cooperative development. Second, both sides identified the following areas of collaboration: technology transfer, knowledge-sharing, and business opportunities to support smallholders.

The **learning tour** informed South African officials about the use of Chinese rural finance practices, best practices of sustainable pro-poor rural financial services, and how state-owned banks could support rural and agricultural development.

### **Addressing the new, pressing and salient issues of today**

The **China SSC grant** has built a multilateral platform that encourages capacity-building and knowledge-sharing on topics about policies of rural and agricultural development and poverty reduction. The platform enabled personnel exchange and policy discussions between China and other participating countries. It provided opportunities for all parties to gain insights about one another's current agricultural policies, development priorities and needs, which may foster future cooperation. By supporting the platform, the Chinese government demonstrated its changing role from a recipient of IFAD loans to a donor that supports SSTC activities.

The **exchanges and twinning programme** strengthened the ongoing national-level cooperation in the agricultural sector between China and Argentina. First, the programme aimed to address pressing issues, such as climate change and resilience. Both Xinjiang and San Juan provinces share similar natural and climatic conditions and face the same challenges in groundwater management and renewable energy development. Therefore, both regions focused on developing renewable energy production technologies such as solar power and wind power for groundwater extraction and water pressurization and exchanging knowledge on this matter. Second, the programme established a mutually beneficial relationship, which supports knowledge and technology transfer from both sides. San Juan could provide technical expertise on vineyard management and organizational experiences for developing cooperatives, while Xinjiang could share industrial processing technology for melons and groundwater extraction technologies in semi-arid regions.



**The learning tour** helped South African officials to learn about rural finance practices and pro-poor rural finance services in China as identified within IFAD-supported projects. South African officials also engaged with their Chinese counterparts to discuss policy options for supporting smallholders in agribusiness through state-owned banks. The tour provided important lessons for South African officials to help small and medium-scale producers build resilience and develop a viable rural finance system in collaboration with IFAD.

### Sharing and building on earlier success for new beneficiaries through the linking and sequencing of grants and loans

**The exchanges and twinning programme** was an outcome of the China SSC grant since it was one of the IFAD-China SSTC workshops. This programme connected two regions with similar agro-ecological situations facing equivalent environmental challenges. The partnership established a mutually beneficial relationship, which enabled technology transfers and knowledge-sharing from both sides on groundwater management and vineyard management. The unique exchange visits and policy workshop expanded the scope of the IFAD-China SSTC workshop by incorporating more inputs from the participating country and learning technical solutions from an emerging expert. China and Argentina entered the process of finalizing the twinning programme. Furthermore, IFAD may consider replicating the roll out of the twinning model in other regions with similar characteristics due to the success of the programme.

**The China SSC grant** received a six-month extension to complete the project by December 2014 and permission to hold an IFAD-China SSTC workshop outside China. The change in the grant expanded the scope of the SSTC engagements between China and other participating countries by bringing knowledge and experience to recipients, understanding their demands and incorporating their inputs. Due to the China-IFAD partnership, SSTC has shifted towards more non-lending activities and, thanks to the successful implementation of the China SSC grant, IFAD provided another small grant entitled “Enhancing Knowledge Management & Cooperation and Policy Dialogue” to continue to support China’s SSTC efforts. This follow-on grant aimed at contributing to close the gap in evidence-on-the-field, capacity-building, and policymaking processes.

### Drawing on emerging expertise within the region to provide solutions

**The exchanges and twinning programme** was initiated and facilitated by the IFAD China Office in 2013. After the Country Programme Manager of MRDP returned from Argentina, the Country Office invited colleagues from San Juan, Argentina to participate in the exchange programme and policy workshops supported by the China SSC grant. Project staff from both country offices exchanged insights on IFAD project implementation in their respective countries and identified the ecological similarities and challenges in the two regions. The exchange visits became the foundation for more bilateral cooperation. This programme established a mutually beneficial relationship between China and Argentina because both countries served as solution providers and solution seekers. Argentina, an emerging expert in agricultural development, aimed to share its knowledge and technology on vineyard management, farm-level production technologies for products such as grapes, olives, vegetables and vegetable seeds, and managing smallholder organizations. China planned to provide knowledge on sustainable groundwater management and renewable energy technologies.

### Selecting strong partners and building effective partnerships

The **China SSC grant** marked the beginning of the China-IFAD partnership on SSTC activities. The annual China-IFAD SSTC workshop supported by the grant has continued with the resources of the Chinese government after the completion of the project in 2014. The workshops have brought key stakeholders such as public officials, private-sector representatives, researchers from China and other participating countries together to exchange knowledge, discuss the trend of agricultural policies, and encourage capacity-building. The China SSC grant was fully dedicated to supporting SSTC activities financed by an IFAD grant (US\$296,160), by the Chinese Ministry of Finance (MoF) (US\$138,909), and by the International Poverty Reduction Center in China (US\$29,458). Through the joint commitment of all parties, the grant was well aligned with IFAD loan projects in China. It expanded the scope of knowledge learning and sharing and created potential for future scaling up. Moreover, it helped strengthen the capacity of IPRCC and develop a network of contacts, especially African partners, for key stakeholders from China and other participating countries.

IFAD has served as a resourceful knowledge broker and proved to be a reliable partner for SSTC activities. The continuation of the China-IFAD SSTC workshops shows that the Chinese government valued and appreciated the results of the grant. Hence, upon completion of the grant, the Government of China expressed its interest in playing a more significant role in SSTC, advancing its partnership with IFAD, and contributing more resources. The Government of China has pledged US\$5 million in unrestricted complementary contributions to support SSTC activities in June 2015. It was the first country to do so. In May 2016, IFAD signed a memorandum of understanding with China, defining areas for future collaboration. Both China and IFAD have taken positive steps towards the establishment of a multi-donor fund to support SSTC activities. Furthermore, the “Enhancing Knowledge Management & Cooperation and Policy Dialogue” grant affirmed China and IFAD’s commitment to advance the SSTC. Its main objectives include improving the policymaking process in sustainability of rural development, strengthening SSTC activities on poverty reduction primarily in the Asia and the Pacific region, and enhancing the effectiveness of IFAD operations in China.

### Main lessons learned and priorities for the future

#### Opportunities for strengthening IFAD’s delivery of SSTC as part of its business model

China’s achievements in poverty reduction and rural development are substantial and unquestioned. The **China SSC grant** effectively fulfilled most of the expected outputs and built a multilateral platform to support knowledge-sharing and learning, and capacity-building between China and other developing countries. The grant contributed to agricultural and rural development, as well as poverty reduction since all four outcomes of the grant reflected upon the main focus: poverty reduction. The platform has lived beyond the lifecycle of the project, since the China-IFAD SSTC workshops continue being organized annually by the Chinese government after 2014. The grant served as a solid foundation not only for the other two initiatives mentioned in the case study but also advanced the China-IFAD partnership on SSTC activities.

However, the project needed to fill the gap between the designing phase and implementation. The following areas have to be improved. First, despite IPRCC’s efforts to engage in

broad consultation with IFAD, MoF and other participating countries, the China-IFAD SSTC workshops and training sessions seemed to be lacking inputs of participants; the project could have done a better job in analysing participants' demands of the trainings in targeted countries. The China-IFAD SSTC workshops and training sessions for personnel exchange provided key stakeholders broad exposure to the macro-policy measures that China had introduced in addressing its poverty and rural development challenges and how these policies transformed into actions. It is not clear, however, whether the themes of the workshop were requested by the participants or designed by the workshop organizers. Second, the content of the knowledge products under the grant should have made the "lessons learned" through China's experience more explicit. The identification of such lessons could enable workshop participants to compare their own policy frameworks with those of China. They might also begin considering how such lessons could be instructive to and possibly incorporated into their own country's policies and start to disseminate the knowledge broadly. Third, the grant did not include any systems to track impacts of activities and outcomes besides the experience gained by the implementing agency. Tracking systems and programme evaluations may help the grant to identify shortfalls early on and collect timely feedback for better preference.

Here are some suggestions to address the issues above. The implementing partner should:

- (i) Engage the participants earlier in the process to clearly capture their interests and needs, and address these in the training sessions;
- (ii) Design more effective post-session evaluations and analyse the answers to improve future trainings and workshops;
- (iii) Establish/discover a more efficient way of disseminating knowledge;
- (iv) Keep a better track of project outcomes to meet all expectations of the project;
- (v) Identify possible risks such as staff turnover, and provide solutions to mitigate.

IFAD can play a more prominent role in helping the implementing partner to improve the areas above. First, as a knowledge broker and an international organization with global presence, IFAD has more experience in working in developing countries, designing demand-driven activities, collecting project feedback effectively, and disseminating knowledge globally. Second, undoubtedly, the effective collaboration and communication among IFAD, MoF and IPRCC contributed to the overall success of the project. IFAD can suggest a mid-project review mechanism to check the current status of the project and readjust priorities when needed. By doing so, the demonstrative pilot proposals can be completed, and the pilot programme can start, in collaboration with selected partners. Third, given IFAD's global experience on SSTC and the work it carries out in the regions where it operates, it can make recommendations on capitalizing on similar SSTC initiatives supported by other donors. Fourth, IFAD can consider the possibility of future collaboration, bring in additional grants to deepen the partnership, and strengthen the projects' impacts by following the suggestions of IFAD's Independent Office of Evaluation's Country Programme Evaluation (CPE), conducted in 2014. For example, the CPE rated the knowledge management aspect of the China SSC grant as only moderately satisfactory, due to limited allocation of resources. Therefore, the "Enhancing Knowledge Management & Cooperation and Policy Dialogue" grant was approved because it aimed to close the gap between evidence-on-the-field and policymaking processes and continue scaling up China's SSTC activities by sharing experiences, innovations and best practices.

Overall, IFAD proved to be a reliable partner in delivering the SSTC grant while China positioned itself as a knowledge and technology provider. Since SSTC remains a crucial priority for China and IFAD, more collaboration should be expected in the future.

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#### Additional information

China SSC grant contains four important components.

- **China-IFAD SSTC policy workshops** have two main parts: thematic discussions and field visits. The activities are intended to engage key stakeholders to spark discussions about poverty reduction, agricultural development and rural transformation.
- **Personnel Exchange programme** includes two major activities: a two-month theoretical training about agricultural development and poverty reduction in China, and field visits to IFAD project sites. Each year, two project staff from participating countries join the programme.
- **Knowledge products for sharing and dissemination** documents good practices and lessons learned throughout the project. The products consist of background reports, working papers, theoretical papers, experience summaries, and case studies.
- **Pilot and Demonstration Activities:** IPRCC needs to design programme proposals on China’s poverty reduction experiences and launch pilot programmes in participant countries.



**IFAD-China SSTC workshops**

<b>Event Name</b>	<b>Location</b>	<b>Date</b>	<b>Themes</b>
1 <sup>st</sup> workshop	Beijing, China	24 September 2009	1. China agricultural policy 2. Smallholder farmers 3. Agriculture, environment and climate change
2 <sup>nd</sup> workshop	Nanning, China	4 to 6 November 2010	Public Services and Agricultural Development: Challenges, Policy Options, and a Case Study
3 <sup>rd</sup> workshop	Beijing, Henan, China	21 to 27 July 2011	Improve Agricultural Policy System for Poverty Reduction and Socio-Economic Development
4 <sup>th</sup> workshop	Beijing, Shanxi, China	4 to 12 July 2012	Improve Rural Public Services and Strengthen Smallholder-Based Value Chain Development
5 <sup>th</sup> workshop	Beijing, Shandong, China	22 to 28 August 2013	Invest on Inclusive Agribusiness Development for Poverty Reduction and Rural Development
6 <sup>th</sup> workshop	Maputo, Mozambique	4 to 8 August 2014	Share Development Experience and Deepening Cooperation
7 <sup>th</sup> workshop	Xinjiang, China; San Juan, Argentina	19 to 23 January 2015	Business-to-Business Twinning Programme: Vineyard Management, Sustainable Groundwater Management and Renewable Energy Facilities
8 <sup>th</sup> workshop	Beijing, China	5 to 6 September 2016	1. The Role of Government in Promoting Agricultural Development 2. Africa's Demands for International Cooperation in Agricultural Development 3. Promoting Sustainable Development in Agricultural Development and Investment Stimulating Inclusive Growth of Agriculture in Africa

## 8 Agriculture Cooperatives (MTCP2 and ASEAN Learning Route)

### Basic information on the SSTC activity

<b>Title:</b>	<b>Medium-Term Cooperation Programme with Farmers' Organizations in Asia and the Pacific Region – phase 2 (MTCP2) and Procasur-ROUTASIA ASEAN Learning Route on Agriculture Cooperatives (ALRAC) – March 2016</b>
Project or grant ID:	2000000760
Type of activity:	Regional grant
Region:	Asia and the Pacific
Countries involved:	17 countries of Asia and the Pacific: South Asia (Bangladesh, India, Nepal and Sri Lanka), Southeast Asia (Cambodia, Indonesia, Lao People's Democratic Republic, Myanmar, Philippines and Viet Nam), China, in the Pacific (Fiji, Papua New Guinea, Samoa, Solomon Islands, Tonga and Vanuatu) – 100 national farmers' organizations (FOs) and 1,800 local FOs representing 20 million farmers.
Grantee:	Regional implementing agencies: Asian Farmers' Association for Sustainable Rural Development, La Via Campesina, ASEAN Foundation and Procasur/ROUTASIA
Board approval date:	October 2013
Completion date:	September 2018
Total grant or loan amount:	IFAD (US\$2 million), SDC (US\$3 million) and EU (EUR 7.6 million)
Learning subjects:	Agricultural development, farmers' organizations, policy dialogue, value chains, rural enterprises, community development, and natural resource management

## Brief description of the SSTC activity

In the framework of the global Farmers Forum supported by IFAD, the second phase of the Medium-Term Cooperation Programme with Farmers' Organizations in Asia and the Pacific Region – Phase 2 (MTCP2) builds on lessons learned from MTCP1<sup>46</sup> and aims to further strengthen the capacities of farmers' organizations (FOs) in Asia and the Pacific to deliver improved and inclusive services to their members, engage in effective policy dialogue, and actively participate in the implementation of development and investment programmes related to agricultural and rural development. The programme is articulated around four components:

- (i) **Strengthen FOs and their networks** by improving the organizational competences required for forming an effective platform for policy dialogue and representation, and ensuring that FOs become sustainable and credible actors in agribusiness development;
- (ii) **Support participation of FOs in policy processes** by promoting the creation of an enabling environment that will allow farmers and their organizations to realize their full potential to influence local and national agriculture-related policies and to participate in regional and sub-regional platforms;
- (iii) **Support FO services and involvement in agricultural development programmes** by ensuring FOs deliver effective services to their members (training, production and value chain) and participate in existing agriculture projects;
- (iv) **Programme management and coordination** by building in the operational management set up by MTCP1 and establishing a liaison unit in a regional FO to ensure overall coordination at the regional level.

The grant is implemented at the regional level by regional implementing agencies (RIAs): the Asian Farmers' Association for Sustainable Rural Development (AFA) and La Via Campesina (LVC). At the sub-regional level, the implementing agencies are: the All Nepal Peasant Federation for South Asia, AFA/LVC in Southeast Asia and China, and the Pacific Islands Farmer Organization Network (PIFON) in the Pacific. At the national level, MTCP2 is implemented through national implementing agencies (NIAs), which are co-opted within the national farmer organization platforms. Besides IFAD and SDC funding to MTCP2 (US\$5 million), the EU provides an allocation of EUR 7.6 million to MTCP2, mainly to link FOs to the Association of Southeast Asian Nations (ASEAN)<sup>47</sup> policy bodies with assistance from the ASEAN Foundation<sup>48</sup> (EUR 0.7 million). This grant from EU is part of a broader funding (EUR 14 million) to the Asian Farmer's Organizations Support Programme (AFOSP).

46 MTCP1 was implemented from November 2009 to December 2012. The lessons learned from MTCP1 are: (i) need for more institutionally and operationally strengthened FOs leading to the sound effectiveness of policy dialogues; (ii) ensure the due efficiency of organizational functions towards the FO members; and (iii) closer linkages between FOs and the IFAD country programmes to further emphasize FOs' role and participation in the rural development.

47 The Association of Southeast Asian Nations, or ASEAN, was established on 8 August 1967 in Bangkok, Thailand. It is composed of 10 countries, namely Indonesia, Malaysia, Philippines, Singapore, Thailand, Brunei Darussalam, Viet Nam, Myanmar, Lao People's Democratic Republic and Cambodia. It was established to accelerate economic growth, social progress and cultural development, and to promote peace and security in Southeast Asia. In January 2016, the ASEAN Economic Community was established (regional integrated market).

48 The Leaders of the ASEAN agreed to establish the ASEAN Foundation on 15 December 1997 in Kuala Lumpur during the Association's 30th Anniversary Commemorative Summit. The ASEAN Foundation (AF) facilitates and coordinates the engagement and participation of ASEAN farmers in the regional policymaking process.

Through the development of FOs' effective services to their members, the programme is clearly aligned with SO1 – **Increase poor rural people's productive capacities** – and to SO2 – **Increase poor rural people's benefits from market participation**.

## The drivers of success seen in IFAD's role as SSTC facilitator

### Strengthening capacities, institutions and policies for enhanced livelihoods

Regarding **institutional and technical capacities**, MTCP2 has helped bridge the gaps of technical capacities' assessment and provision through technical learning exchanges between countries (component (i)). Concrete outputs occurred mainly in the **Pacific**:<sup>49</sup> (i) a technical exchange carried out between Fiji and Tonga, in April 2015, which included a series of trainings on papaya production (including costs and returns and value chain aspects), strengthened Tongan farmers' capacities to develop their own papaya value chains; (ii) an exchange visit from Fiji and Solomon Islands NIAs to Vanuatu NIA focused on learning from Vanuatu FOs' organizational management; and (iii) a soil forum, organized in September 2015, to gather as much information as possible about sustainable soil practices for the FO members within the region. Another positive achievement was the participation of many MTCP2-targeted FOs in the **First Asia-Pacific Local Champion Exhibition** organized by Procasur<sup>50</sup> in partnership with the Ministry of Agriculture, Forestry and Fisheries of Cambodia (MAFF), the Royal University of Agriculture of Phnom Penh (RUA), and IFAD (August 2015). Hosted by the RUA and Cambodia's first community learning centre,<sup>51</sup> the three-day event offered a unique opportunity for 200 leaders from all sectors of agricultural development across the Asia-Pacific to share local solutions and discuss partnerships.

At the **policy level**, in **Southeast Asia**, the ASEAN Foundation is helping in the process of linking MTCP2 work with various ASEAN committees and processes related to rural development (i.e. ASEAN Ministers for Agriculture and Forestry; AMAF). In this context, the **ASEAN Learning Route<sup>52</sup> on Agricultural Cooperatives (ALRAC)** was co-organized in March 2016 in Thailand and the Philippines by AFOSP/MTCP2-ASEAN in partnership with Procasur. The objective under this LR was to strengthen the role of small farmers and agricultural cooperatives in addressing the challenges as well as opportunities of the ASEAN Economic Community (AEC) to improve the livelihood and food security situation of smallholder farmers and rural producers. ALRAC targeted seven ASEAN member states countries (Cambodia, Indonesia, Lao People's Democratic Republic, Myanmar,

49 In South Asia and Southeast Asia, the available information in the Mid-Term Review is not sufficient to report on SSTC outcomes/outputs, apart from some technical workshops at the sub-regional level.

50 The Procasur Corporation is a private not-for-profit international organization established in 1996 in Santiago, Chile. Procasur aims to provide the technical services and tools to manage knowledge and build capacity for public and private actors engaged in the fight against rural poverty. With headquarters in Latin America, it has three operating regional offices in Latin America, Africa, and Asia and the Pacific.

51 These community learning centres are part of the Thailand Royal Initiative of the "Philosophy of Sufficiency Economy" and are supported for decades by the Ministry of Agriculture to fund farmers' leaders (the Prach chao ban) teaching other farmers. A learning route organized in Thailand in 2014 facilitated the spreading of this farmer's to farmer's extension service to Cambodia, where it is now adopted in several provinces.

52 The learning route methodology is promoted by Procasur worldwide. A learning route is a continuous process of in-the-field training that seeks to broaden and diversify the markets of rural technical services, placing special value on the best experiences and knowledge of institutions, associations, communities and rural families (www.procasur.org). It encompasses the involvement of local champions and knowledge champions, participatory KM tools, innovation plans and similar guided non-tangible investments in people providing knowledge services for change.

Philippines, Thailand and Viet Nam) primarily coming from FOs (23) and government representatives (7) of the ASEAN Sectoral Working Group on Agricultural Cooperatives (ASWGAC).

All MTCP2 activities are documented into the knowledge platform <http://asiapacific-farmersforum.net/> and Procasur at <http://asia.procasur.org/>.

### **Addressing the new, pressing and salient issues of today**

In Southeast Asia, one of the key strategic areas of action related to the Food, Agriculture and Forestry element of the ASEAN Economic Community Blueprint 2025 is to promote ASEAN agricultural cooperatives as a means to empower and enhance market access for the benefit of farmers in the region, as well as to ensure food security. The marketing system of agricultural commodities in ASEAN countries is confronted with a lot of issues and challenges. These challenges have become more apparent in the midst of the ASEAN regional integration process, especially for agricultural cooperatives. ALRAC offered the opportunity of learning directly in the field and from its protagonists some of the best practices on: (i) good management of agricultural cooperatives in the areas of internal organization, service provision to members, networking and market power; (ii) development of cross-country market strategies and agreements involving the public and private sectors; and (iii) public policies, national legal frameworks/laws, programmes and mechanisms for the support of agricultural cooperatives in the frame of the AEC. Building on these best practices, the country-to-country sharing supported the design of innovation plans (IPs)<sup>53</sup> for each participating country which contributes to enhancing cooperative management and results of ongoing activities, complementing the current efforts made by the institutions and organizations to improve rural livelihoods. At the ASEAN level (regional), ALRAC recommended the following for the ASEAN Sectoral Working Group on Agricultural Cooperatives' consideration:

- To design and formulate an ASEAN Road Map 2025 on agricultural cooperatives to harmonize the different states and progress of the agricultural cooperatives movement in the region; and
- To continue the learning exchange programme to learn from the other regions such as East Asia (Japan and South Korea) and EU.

### **Designing and transferring advanced and tailor-made innovations to target specific gaps and challenges in partner countries**

Given the important role of agricultural cooperatives and farmers' organizations in improving production and marketing in the context of the regional integration process in ASEAN, the LR on cooperatives provided "food for thought" to FOs and government representatives – through experience sharing on public policies, regulations and support institutions – for the implementation of a regional policy framework related to ASEAN cooperation in agricultural cooperatives. It has also been the starting point to establish a dialogue and interactions between ASEAN member countries and its national stakeholders involved in cooperative development at the policy and implementation level, including FOs. MTCP2 FOs are now part of the ASEAN working group on cooperatives (ASWGAC).

<sup>53</sup> An innovation plan (IP) constitutes one of the major tools of the learning routes; it is a structured action plan elaborated by and for learning route participants based on the knowledge transferred from farmers as peers during the LR. The IP aims to change technology and environmental choices, organizational performance, socio-economic conditions and/or business approaches to rural development for poverty reduction.



### Sharing and building on earlier successes for new beneficiaries through the linking and sequencing of grants and loans

To ensure a successful SSTC activity related to the above domains of expertise, MTCP2 benefited from the expertise developed by Procasur under the successful IFAD-funded grant ROUTASIA “Strengthening of Knowledge-Sharing and Innovations using the Learning Routes Methodology in Asia and the Pacific” phase 1 (2011-2013) and 2 (2014-2016).<sup>54</sup> ROUTASIA supports SSTC activities and deliverables (e.g. exchange visits, learning events, knowledge generation, sharing and brokerage) and applies IFAD’s proactive approach to SSTC by mainstreaming it into IFAD’s business model and by ensuring synergies between loans and grants. It also creates learning spaces for scaling up by IFAD partners. The LR approach has proven to be an appropriate learning tool of capacity-building in order to encourage the implementation of joint activities related to agricultural cooperatives and their role in the AEC. The LR was one of the first learning exchange activities organized by AFOSP/MTCP2 to enhance and foster cooperative development within ASEAN.

### Drawing on emerging expertise within the region to provide solutions

In the case of ALRAC, the knowledge-provider countries were Thailand and the Philippines, which have made continued efforts to mobilize their agricultural cooperatives as a means to empower and enhance market access for their farmers and to ensure food security. Both countries also belong to the AEC, which makes the choice relevant for the need of the recipient countries, that is to say useful lessons for problem solving related to cooperatives in the perspective of market integration. For Thailand, this particular knowledge was identified during a stocktaking exercise on relevant knowledge which took place during the first phase of the ROUTASIA grant. During this systematization exercise of good practices, “local knowledge champions” were identified and trained as knowledge service providers. As the Philippines was not a recipient of the first ROUTASIA grant, the knowledge generation/identification process was held during the second phase of the grant.

### Selecting strong partners and building effective partnerships

Since 2006, IFAD has funded Procasur through its regional/global grant instrument to implement over 100 LRs in 25 countries in Latin America, Africa, and Asia and the Pacific. The objective under the Asia-Pacific second grant generation was to transfer the LR methodology to a selected group of local and national governmental or non-governmental institutions (LR service providers) with a proven track record in providing training and technical assistance to implementers and beneficiaries of IFAD-funded projects and programmes. The network of practitioners ready to implement the LRs now numbers over 600 champions from 250 organizations and includes rural communities, associations, enterprises, microfinance institutions, rural development projects and governments. IFAD has played a critical role as SSTC broker – through its ROUTASIA grant instrument – facilitating permanent dialogue among the IFAD country programme players, Procasur focal points and other partners such as research institutions, farmers’ organizations, NGOs, etc. Over the years, the ROUTASIA’s thematic areas have become more demand-driven, selected in agreement with IFAD CPMs and CPOs.

54 The overall goal of the programme is to contribute to poverty reduction in IFAD-funded projects through adoption of best practices and scaling up of innovations through the Learning Route methodology. ROUTASIA comprises three main components: (i) stocktaking of relevant knowledge and interests; (ii) design and implementation of learning routes; and (iii) knowledge dissemination and methodological adoption.

## Main lessons learned and priorities for the future

### Key lessons for replicating successful models

- MTCP2 through the RIAs (AFA/LVC) has managed to mobilize various technical assistance providers such as the Asian Partnership for the Development of Human Resources in Rural Asia (AsiaDHRRA), the Self-Employed Women's Association (SEWA), Procasur, Southeast Asia Regional initiatives for Community Empowerment, and FAO to further expand KM possibilities in the region. However, apart from Procasur, these partnerships have not been well documented yet which make it difficult to understand whether these partnerships fall under SSTC.
- The LR methodology developed by ROUTASIA has proven to be relevant, effective and efficient for SSTC. The IPs have been demonstrated to be an appropriate vehicle for change in IFAD country programmes. The continued use of start-up or seed capital for IP provided by ROUTASIA and leveraged by the partners has positively impacted the adoption of innovations at the country level and leveraged government funding, which allowed for further scaling up.
- The scaling up of the LR approach encompasses the training of regional and national partner organizations to lead to sustained and expanded partnerships beyond IFAD-funded projects.
- ROUTASIA has been successful in ensuring links with other KM initiatives in the Asia and the Pacific region such as IFADAsia ([asia.ifad.org](http://asia.ifad.org)), which has been used to advertise the LRs and as a knowledge-sharing platform for more than eight years.

### Opportunities for strengthening IFAD's delivery of SSTC as part of its business model

- ROUTASIA is a very good example of successful SSTC activity that showcases how the grant instrument can be used to foster SSTC within IFAD projects and programmes. However, there are opportunities for strengthening strategic mainstreaming of SSC into country programmes in a more structured way, for instance in COSOPs;
- MTCP2, besides having KM and sharing priorities, has no structured approach to documenting the specific contribution of SSTC, therefore opportunities exist to strengthen IFAD's business model measuring the contribution of SSTC to project/programme objectives.

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**People and institutions interviewed**

- Benoit Thierry, Country Programme Manager, Asia and the Pacific Division, IFAD

## 9 South-South Corridor Exchanges

### Basic information on the SSTC activity

<b>Title:</b>	<b>South-South and Triangular Cooperation for Agricultural Development and Enhanced Food Security (SSTC-ADFS) in the NEN Region (Corridor Exchanges)</b>
Project or grant ID:	2000000112
Type of activity:	Regional grant
Region:	Near East and North Africa (NEN)
Countries involved:	Algeria, Egypt, Morocco, Turkey, Uzbekistan <sup>55</sup>
Grantee:	United Nations Office for South-South Cooperation (UNOSSC), Istanbul, Turkey
Board approval date:	1 December 2013
Completion date:	30 November 2017
Total grant or loan amount (US\$):	Total cost 2.475 million; IFAD contribution amounts to 1.8 million
Learning subjects:	Agricultural development, natural resource management, community development, rural enterprises

### Brief description of the SSTC activity

The overall goal of the Agricultural Development and Enhanced Food Security (ADFS) project is to increase agricultural development, enhance food and water security, and reduce poverty among youth and women in the countries of the Near East and North Africa, Central Asia and Eastern Europe through cross-regional South-South and triangular cooperation in agricultural development.

The project has **three objectives**:

- To successfully transfer innovative solutions in water preservation technologies, cultivation of water-efficient crops and cattle-breeding;
- To create more favourable policy and institutional spaces for scaling up (i.e. replication, adaptation or expansion) of successful solutions in agricultural production and income generation;
- To facilitate South-South knowledge exchange on the basis of documented successful solutions and methodologies, as well as through online access to relevant home-grown expertise and solutions.

It is structured around three main components: (i) practical transfer of innovative solutions and technologies; (ii) policy support and institutional capacity development for scaling up solutions; and (iii) South-South knowledge exchange.

<sup>55</sup> During September to November 2015, more countries expressed their interest to participate in the SSTC-ADFS partnership initiative. In 2016, the promising results of the initiative allowed engagement with the Islamic Development Bank (DB) as a new funding partner, providing a contribution of US\$200,000 to support the inclusion of new countries: Kyrgyzstan, Sudan, Kazakhstan and Tunisia. (The joining of Kazakhstan to the partnership initiative is subject to decision by the Government of the Republic of Kazakhstan.)

The SSTC-ADFS partnership initiative was officially launched on 18 November 2014 in the framework of the Global South-South Development EXPO 2014. Between June 2015 and May 2016, the three thematic corridors<sup>56</sup> initially identified for the SSTC-ADFS partnership initiative were further expanded to include additional topics of interest for the participating countries. As a result, a total of eight thematic cross-regional corridors within the SSTC-ADFS initiative have been agreed upon by the partners. These are: (i) from Turkey to Arab states and Central Asia, focused on expertise in farmer-based organizations; (ii) from Eastern Europe to Arab states and Central Asia, focused on expertise in agricultural biotechnology (supported by Hungary); (iii) from Arab states to Central Asia and Eastern Europe, focused on expertise in effective livestock development (supported by Algeria); (iv) from Arab states to Central Asia and Eastern Europe, sustainable irrigation and sustainable use of water resources (supported by Morocco); (v) from Arab states to Central Asia and Eastern Europe, public-private partnerships in agricultural development and food security (supported by Sudan); (vi) from Central Asia to Arab states, horticulture development (supported by Uzbekistan); (vii) from Central Asia to Arab states, effective use of pasture and rural tourism (supported by Kyrgyzstan); and (viii) from Arab states to Central Asia and Eastern Europe, sustainable aquaculture (supported by Tunisia).

So far, 25 concrete solutions were documented and published in the cross-regional portal on SSTC created for the project. These solutions revolve around irrigation, farming cooperatives, dairy production, agricultural biotechnology, livestock, climate change adaptation and rural development.

The programme objectives are in line with the Fund's Strategic Objectives: SO1 – **Increase poor rural people's productive capacities** – by transferring innovative solutions, approaches and technologies in agricultural production; SO2 – **Increase poor rural people's benefits from market participation** – by fostering capacity development, knowledge exchange and creating/strengthening agricultural cooperatives; and SO3 – **Strengthen the environmental sustainability and climate resilience of poor rural people's economic activities** – by implementing cross-regional transfer in water preservation technologies, cultivation of water-efficient crops and cattle-breeding.

## The drivers of success seen in IFAD's role as SSTC facilitator

### Strengthening capacities, institutions and policies for enhanced livelihoods

The SSTC-ADFS initiative is developing the capacity for knowledge-sharing among the ministries of agriculture in the target countries through a series of demand-driven training courses<sup>57</sup> that have been taking place since the beginning of 2017. **At the policy level**, an inter-ministerial network of focal points, representing the ministries of agriculture of each participating country, was established. Under the coordination of these focal points, the participating country teams identified priority issues to be addressed within the SSTC-ADFS initiative as well as specific tasks to be implemented. In parallel, the country teams have identified in their national framework activities of ADFS (also referred to as the Country

56 A corridor could be defined as a channel where countries exchange knowledge and experiences between each other on a specific theme.

57 These training courses have been conducted so far in eight countries for the ministries of agriculture of Sudan, Tunisia, Kyrgyzstan, Hungary, Turkey, Algeria, Morocco and Uzbekistan. The countries are listed in chronological order of the respective training activities. They have been organized in collaboration with the United Nations System Staff College.



Components<sup>58</sup>), successful home-grown solutions and well-developed capacities that could be shared with other countries. The Country Components are implemented as an essential tool to ensure national ownership and leadership of the participating countries. So far, they have been developed for eight countries (Algeria, Hungary, Kyrgyzstan, Morocco, Sudan, Tunisia, Turkey and Uzbekistan).

### Addressing the new, pressing and salient issues of today

Flagship events, such as workshops<sup>59</sup> and training sessions, were conducted to examine countries' innovative expertise<sup>60</sup> and to exchange knowledge and information on the successful home-grown solutions among the participating countries. The salient themes of these workshops and trainings were: (i) agriculture biotechnology; (ii) challenges faced by the livestock sector due to climate change and animal diseases; (iii) successful solutions for water resource management and irrigation systems under climate change; (iv) the role of aquaculture in food security and poverty reduction; and (v) the introduction of modern tools for better access to extension services and agricultural information. These events also provided opportunity to coordinate efforts and elaborate on the need for follow-up actions. Furthermore, nine thematic publications within the exchange corridors were initiated. These publications will document and widely promote expertise and innovative solutions from the participating countries, with the aim to facilitate demand-driven knowledge exchanges across the regions.

### Designing and transferring advanced and tailor-made innovations to target specific gaps and challenges in partner countries

In 2015, the SSTC-ADFS initiative established the cross-regional portal on SSTC (<http://agro.southsouthworld.org>), which covers two regions (Arab States and Europe/Central Asia) and focuses on the following areas of agricultural development: irrigation, cooperatives, dairy, agricultural biotechnology, livestock, climate change, and rural development. The cross-regional portal is a tool whereby successful models and approaches tested in the participating countries and ready for replication within the regions have been identified and documented. It builds on the existing online mapping tool<sup>61</sup> (<http://southsouthworld.org>), which was initially developed with support of the Islamic Development Bank, the United Nations Office for South-South cooperation and the UNDP Regional Centre for Arab States in Cairo. In the context of the SSTC-ADFS initiative, the cross-regional portal was expanded to Eastern Europe and Central Asia in order to: (i) provide a practical and user-friendly online tool to report on the SSTC existing mechanisms and solutions in the NEN region, Eastern Europe and Central Asia; (ii) offer an opportunity to better understand the existing regional trends in SSTC and to visualize the capacity gaps preventing the countries from taking full advantage of the potential benefits of SSTC; and (iii) publish 52 solutions

58 Activities identified within the Country Components are supported with up to US\$100,000 on a demand-driven basis.

59 They took place in: Turkey (July 2015); Hungary (October 2015); Turkey (January 2016); Algeria (March 2016); Hungary (September 2016); Morocco (October 2016); Sudan (February 2017); Tunisia (April 2017); and Morocco (April 2017).

60 For example, the Coordination and Knowledge Exchange Workshop held in Hungary in October 2015 resulted in identifying the areas needed for building the capacities of practitioners in the field of agricultural biotechnology.

61 The online mapping tool was originally covering Arab states only. It started in 2012 and lasted until 2014. Then it was expanded to Europe/Central Asia and became two sub-portals: [arab.southsouthworld.org](http://arab.southsouthworld.org) and [ecis.southsouthworld.org](http://ecis.southsouthworld.org). In 2015, the cross-regional portal was established (<http://agro.southsouthworld.org>). It covers both regions, but is focused only on agricultural solutions.

on the portal, relevant to agricultural development from 17 countries in the Arab region, Europe and Central Asia.

Recently, in an effort by the SSTC-ADFS initiative to support practical transfer of knowledge among countries, a mobile application, allowing farmers' access to value chain information,<sup>62</sup> was identified for replication to cover all participating countries. The content of the mobile application follows the main thematic corridors of the SSTC-ADFS initiative and will be guided by each participating country, based on farmers' demands.

### Sharing and building on earlier successes for new beneficiaries through the linking and sequencing of grants and loans

This grant does not build on any similar earlier experiences financed by IFAD. The activities carried out through the SSCT-ADFS initiative were linked to IFAD operations implemented in each receiving country. This includes the exchange of relevant knowledge, expertise, solutions and methodologies between countries.

### Drawing on emerging expertise within the region to provide solutions

In some cases, the above-mentioned workshops (see page 134) were followed by demand-driven training on specific topics of interest. In January 2016, the International Agricultural Research and Training Centre, based in Izmir,<sup>63</sup> organized an advanced training for practitioners from the participating countries to understand the Turkish innovative experience of farmer-based organizations (mainly cooperatives and water users associations), with the acquired knowledge to be transferred to communities of practice in the respective countries. Similarly, following participating countries' requests during the Coordination and Knowledge Exchange Workshop on biotechnology, held in Hungary in October 2015, specialized training was held in September 2016 to strengthen capacities in biotechnology for experts in the same participating countries. In April 2017, again at the countries' requests, Morocco shared its experience in establishing a virtual platform to provide access to agricultural extension services (ARDNA platform) with specialists from the participating countries.

### Selecting strong partners and building effective partnerships

The SSTC-ADFS initiative has contributed to the creation of a cooperation momentum among partners at different levels. Partnerships between countries were strengthened within the exchange corridors and gained momentum in the workshops held within the initiative. Regular policy-level consultations with the ministries of agriculture conducted in the first year of the SSTC-ADFS initiative, in coordination with national governments' focal points on SSTC, respective United Nations resident coordinators and other stakeholders,<sup>64</sup> contributed to strengthening the existing partnerships between the participating countries and to establishing new ones.<sup>65</sup> Through the SSTC-ADFS initiative, a successful partnership has been established with the Islamic Development Bank, which eventually decided to

62 This had already been successfully introduced and tested in Uzbekistan (see MEVA Horticulture Mobile Application).

63 This is the ADFS institutional partner in Turkey. The Turkish International Cooperation Agency (TIKA) shared the costs related to the organization of the training.

64 In this regard, the October 2016 High-Level Ministerial Meeting on SSTC for Agricultural Development and Enhanced Food Security established a platform for collaboration at the policy level.

65 Examples are partnerships between Hungary and Turkey, Morocco and Hungary, as well as Algeria and Morocco.

cover the participation of four new countries (i.e. Kyrgyzstan, Sudan, Kazakhstan and Tunisia). A partnership was also initiated with the International Centre for Agricultural Research and Development (CIRAD), which expressed interest to share its expertise and capacities to the benefit of the SSTC initiative through advanced training and follow-up activities in livestock development and other thematic areas that are of interest to the SSTC initiative's participating countries. Within the SSTC-ADFS initiative, there has also been a growing engagement of private-sector representatives<sup>66</sup> who have started to voice their needs, present practical investment proposals and show expectations on implementation. Within this regard, a knowledge exchange and coordination workshop on Public-Private Partnership in Agriculture was held in Sudan in February 2017. The UNOSSC, in the framework of its general provision of services to the government focal points on SSTC, and beyond the framework of the SSTC-ADFS resources, served as the main project manager of the IFAD grant and supported the national stocktaking of trends and opportunities for SSTC in a number of countries.

## Main lessons learned and priorities for the future

### Key lessons for replicating successful models

- The exchanges of relevant knowledge, expertise, solutions and methodologies between countries are considered as a mutually beneficial partnership, rather than as a top-down delivery of assistance. They have the potential to establish and develop a continued and sustainable partnership beyond the scope of a given project.
- The recently established cross-regional portal on SSTC is a key tool that allows matching the countries' needed expertise and available knowledge and solutions on agricultural development.
- It is remarkable that in the process of implementation of SSTC-ADFS, each country takes stock of its best capacities and resources that can be offered to other countries through SSCT, and enables them to engage in SSCT directly (without further facilitation support from SSTC-ADFS, IFAD, UNOSSC or anyone else).
- IFAD<sup>67</sup> played the role of a knowledge broker among countries by facilitating SSTC through the proposed cross-regional SSTC corridors. It directly supported each knowledge exchange workshop in its advisory capacity, and provided access to a network of partners – such as CIRAD and Procasur – who contributed to a number of knowledge exchange workshops.

66 For example, during the knowledge exchange and coordination workshops held in Algeria, Sudan and Tunisia.

67 IFAD has been the key funding partner in this initiative, having provided 62 per cent of all the resources (US\$1,800,000), while the total amount of cofinancing amounts to US\$1,095,500. The Islamic Development Bank (DB) has contributed US\$200,000 to support the inclusion of four new countries. The remaining resources have been provided by the UNO SSC (both in cash and in kind, US\$257,000 and US\$200,000, respectively) as well as local institutions (US\$418,500).

## Opportunities for strengthening IFAD's delivery of SSTC as part of its business model

- This case study shows how, through robust SSTC knowledge exchange, the streamlined access to relevant knowledge, expertise, solutions and methodologies plays a role in improving cross-regional and intraregional coordination and collaboration for results at both programme and policy levels.
- The SSTC-ADFS serves as a platform for IFAD to mainstream SSTC in its overall business model.

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**People and institutions interviewed**

- Edem Bakhshish, Chief, Division for Arab States, Europe and the CIS, UN Office for South-South Cooperation (UNOSSC)



## 10 First Sudan Learning Route

### Basic information on the SSTC activity

<b>Title:</b>	<b>First Sudanese Learning Route on Natural Resource Management and Agricultural Productivity</b>
Project or grant ID:	BIRDP, SUSTAIN, LMRP, WSRMP
Type of activity:	Letter of Agreement between IFAD, Central Coordination Unit in Sudan (CCU) on behalf of the projects BIRDP, WSRMP, SUSTAIN and LMRP
Region:	Near East and North Africa (NEN)
Countries involved:	Sudan
Grantee:	Procasur
Board approval date:	7 August 2016
Completion date:	N/A
Total grant or loan amount (US\$):	100 000
Learning subjects:	Agricultural development, natural resource management

### Brief description of the SSTC activity

In an effort to stimulate knowledge management (KM) within IFAD-funded projects in Sudan, Procasur<sup>68</sup> and IFAD embarked on the joint project “Knowledge Management Tools for Enhanced Project Performance,” whose aim was to build skills in organizing and implementing learning routes (LRs)<sup>69</sup> for selected key persons in IFAD projects in Sudan. A KM-core group was set up in 2016 to coordinate joint KM efforts between IFAD-funded projects in Sudan. Group discussions led to the idea of organizing an internal LR, building upon Sudan project staff participation in the training workshop on LR implementation<sup>70</sup> organized by Procasur in Sudan in 2016, and capitalizing on the knowledge acquired in this training. As a result, the first LR self-organized by IFAD project staff on Natural Resource Management (NRM) and Agricultural Productivity took place in Sudan from 24 October to 2 November 2016.

68 Procasur Corporation is a global non-profit organization specialized in harvesting and scaling up home-grown innovations ([www.procasur.org](http://www.procasur.org)). Its mission is to foster local knowledge exchange to end rural poverty in Latin America and the Caribbean (LAC), East and Southern Africa (ESA), and Western and Central Africa (WCA) regions by increasing access to knowledge, capacity-building and scaling up of good practices. Procasur employs the following learning methodologies: the Learning Route (LR), the Learning Territories (LT) and the Local Champions (LC) platforms.

69 The LR methodology is a proven and effective strategy for capacity-building focused on practical learning, promoting the exchange between best practices and the scaling up of innovations. It is structured as a learning journey where participants visit communities to share their knowledge of what works, why, and how. Following the field visits, participants develop their IPs where they seek to articulate and apply some of the lessons learned to their own context and projects. The IPs are closely monitored and followed up by host communities and other LR participants to ensure the new knowledge is used in an effective way for enhanced project delivery and effectiveness.

70 The training workshop is one of the activities organized under the project “Knowledge Management Tools for Enhanced Project Performance.” It was organized by Procasur with the IFAD Country Office in Sudan to enable IFAD projects staff, being provided with KM skills, to develop and implement a customized LR in the country to benefit Sudan project staff and other identified stakeholders.

The **main objective** of this LR was to contribute to knowledge-sharing and peer-to-peer learning at the country and local levels in order to build technical capacities within IFAD's operations and its institutional partners on NRM and agricultural productivity. It also aimed to build the capacity of IFAD-funded projects in Sudan and government institutions to implement similar in-country LRs with other thematic areas.

Three case studies were selected through a process whereby the Procasur team along with Sudan IFAD-supported projects identified and recommended host cases. These are:

- **The Butana Integrated Rural Development Project (BIRDP)**, which focuses on community networking as a legal entity for NRM;<sup>71</sup>
- **The Supporting Small-scale Traditional Rainfed Producers in Sinnar State project (SUSTAIN)**, which developed a technical package on improved agriculture including chisel ploughing, fertilizers and improved seeds;
- **The Western Sudan Resources Management Programme (WSRMP)**, which developed experiences in NRM especially in co-management and demarcation of stock routes, creation of mobile extension teams and conflict resolution centres for resolving land and water-based conflicts.

Training activities involving a mix of methodologies including expert panel workshops, field excursions and case analysis were proposed to the LR participants.<sup>72</sup> The field visits included vivid presentations from host communities on progress made.

The LR is aligned and contributes to IFAD's broad strategic objectives (SOs) and areas of thematic focus: With regard to SO1 – **Increase poor rural people's productive capacities** – the LR contributes to its achievement by strengthening capacity in agricultural productivity and rural development. With regard to SO3 – **Strengthen the environmental sustainability and climate resilience of poor rural people's economic activities** – the LR contributes to it by contributing to better uptake of effective approaches for NRM.

## The drivers of success seen in IFAD's role as SSTC facilitator

### Strengthening capacities, institutions and policies for enhanced livelihoods

Through documented good practices and knowledge and experience sharing related to NRM and improved agriculture, the LR has made a substantial contribution to enhanced capacities in agricultural productivity and rural development not only of IFAD's staff but also of Sudan's key line ministries such as the Ministry of Agriculture and Forestry, the Ministry of Finance and Economic Planning, the Ministry of Animal Resources, and with other development partners.

The three case studies have showed that rural communities are not simply passive recipients of external support but, more importantly, are active agents of change. The example of the BIRDP project in the Butana region was chosen to show how a community network

<sup>71</sup> Within the BIRDP, neighbouring communities have come together under one network as a legal entity, consisting of several community development committees (CDSs) formed, empowered and registered under BIRDP in order to manage natural resources.

<sup>72</sup> The LR was joined by 30 people, the majority coming from IFAD-supported and related projects in Sudan, as well as key line ministries (Ministry of Agriculture and Forestry, Ministry of Animal Resources and the Ministry of Finance and Economic Planning). The LR also had participants from selected communities. The selection of participants was based on their involvement with KM, NRM and community development, and area of expertise.

can provide an interesting platform for NRM, and more specifically how six communities have established the “At Tasab Network” – established in 2014 – as a way to join hands to protect their natural resources, to address non-existing social services<sup>73</sup> and to improve the livelihoods of its member communities. Through community networking, the communities feel empowered to deal with key land and NR governance challenges. However, effective and successful networking, as demonstrated by the At Tasab network, involves a number of prerequisites such as: issues of leadership, consensus building, transparency and accountability, information sharing, etc. Therefore, investment in building the capacities of communities, including strengthening of their negotiation capacities, is crucial for reduction of rural poverty and improved NRM. Specific outcomes of the LR were IPs developed at the project level during 2017.

### Addressing the new, pressing and salient issues of today

Lessons learned, stemming from the other two projects selected in the LR, have highlighted positive experiences related to NRM and climate change issues. Supporting the Small-scale Traditional Rainfed Producers in Sinnar State (SUSTAIN) project has showcased how the introduction of an environmentally friendly and productivity-enhancing technical package involving the use of chisel ploughing, crop rotation and drought-tolerant seeds can have a positive impact on NRM by improving soil fertility, decreasing crop pest infestation and improving the incomes of small farmers. This technical package was part of a comprehensive approach that involved a number of other elements including linkage of targeted farmers to service providers (private sector) and microfinance institutions, community development, investment in social capital development, and targeting of women’s livelihood priorities. The experience of the WSRMP project, which focuses on the importance of appropriate NRM in resolving land- and water-based conflicts, has highlighted the development of several good practices related to NRM: (i) conflict resolution centres<sup>74</sup> established to solve conflicts related to NR, especially between settlers and nomads; (ii) demarcation of stock routes;<sup>75</sup> (iii) formation of co-management mechanisms; and (iv) mobile extension teams (METs)<sup>76</sup> to reach out to the nomadic population.

### Designing and transferring advanced and tailor-made innovations to target specific gaps and challenges in partner countries

As a key output of the LR, during the closing session, each project team presented their innovation plans (IPs). These are lessons extracted in the course of the LR that participants consider as best practices to take back to their communities and projects. The IPs received feedback and consolidated comments from a technical and methodological team established by the LR. BIRDIP was inspired by the improved agriculture package promoted by SUSTAIN as well as by example of the At Tasab community network established by WSRMP to solve NRM-related conflicts. The SUSTAIN team planned to integrate community networking for

73 Such as the provision of secondary education for boys and girls as well as telecommunication services.

74 A conflict resolution centre (CRC) in El Rahad was established to solve disputes related to NRM in the Kordofan region. Some of these are conflicts between settlers and nomads, and have been referred to the CRC by the formal courts.

75 As the stock routes are terrain for major conflicts in Kordofan, their demarcation and regulation, as well as their co-management, are expected to provide a mechanism to institutionalize cooperation and collaboration between farmers and pastoralists for improved livelihoods, sustained management of NR and promotion of social peace.

76 The METs have been established to reach out to pastoralists in the area. They are crucial to provide valuable extension services to farmers and nomads, in terms of capacity-building programmes, extension services and linking of communities to government structures.

NRM in their project activities. WSRMP, being close to completion, received advice on how to institutionalize the good practices developed during its exit strategy, including linking up with the new Livestock Resilience and Marketing Programme. WSRMP's IP includes the draft of a road map on the way forward for the co-management of stock routes, inspired by the community networking displayed by the BIRDIP visits. Planned and budgeted for implementation in 2017, the IP aims to strengthen the conflict sensitivity approach of the Programme when dealing with NRM along livestock corridors.

### **Sharing and building on earlier successes for new beneficiaries through the linking and sequencing of grants and loans**

Over time, the relationship between Procasur and IFAD-funded projects in Sudan has become stronger, with staff from the IFAD Country Office participating in a number of events, such as LRs and other learning activities organized by Procasur. An example is the LR, "Innovative Tools and Approaches to Enhance Gender Equality in Value Chain Development," that took place in Uganda in November 2015 and was organized by Procasur for BIRDIP and WSRMP project practitioners in Sudan. In early 2017, selected participants and key stakeholders of BIRDIP, who had previously joined the LR on livestock marketing in Kenya, organized in 2012, participated in a learning activity, again organized in Kenya. On this occasion, they had a chance to share the constraints<sup>77</sup> faced in implementing their Slaughterhouse Innovation Plan (drawn after the LR in 2012), as well as to develop new IPs. As a result, an IP stemming from this learning activity has been included in the BIRDIP project AWPB for 2017 and is under implementation with the support and monitoring of Procasur.

### **Drawing on emerging expertise within the region to provide solutions**

With specific regard to NRM, the Sudan programme offers various lessons, especially in the resolution mechanisms, stock-route management and demarcation to resolve conflicts, and extension of services to pastoralists as endeavours to create harmony between nomads, pastoralists and communities along stock routes. As a result of the LR, IFAD-funded projects have built their own capacity to organize LRs and exchange visits. Another LR on rural finance interventions in Sudan is being planned for 2018.

### **Selecting strong partners and building effective partnerships**

Over the years, a strong collaboration has been established between the IFAD Country Office in Sudan, IFAD-supported projects in that country, and Procasur. They have been closely working together to improve project performance in Sudan through several learning activities aimed at valuing local knowledge and facilitating its sharing among IFAD-funded operations in the country.

<sup>77</sup> The implementation of this slaughterhouse plan lagged behind due to difficulties in adequate involvement of the private actors (formal and informal butchers), commitment of the relevant administrative unit not being fulfilled, and time constraints as effective facilitation requires time, consistency and skills.

## Main lessons learned and priorities for the future

### Key lessons for replicating successful models

The LR has turned out to be a highly relevant tool to achieve South-South cooperation purposes, as it has contributed to fostering local knowledge exchange and dialogue among communities and stakeholders. To this aim, the Procasur approach has been highly effective by striving to link local knowledge for Global South innovations.

The integration of the IPs in the Annual Work Plan and Budget (AWPBs) of IFAD's projects is crucial to ensure ownership and scaling up of innovations by IFAD-funded projects and main actors involved to enhance the impact.

Apart from providing financial resources, IFAD has acted as an in-country rural knowledge broker, fostering knowledge exchange processes and facilitating peer-to-peer learning.

### Opportunities for strengthening IFAD's delivery of SSTC as part of its business model

The IFAD Sudan Country Office and projects involved in the LR were recommended to continue using this tool for strengthening multistakeholder dialogue and policy engagement on land, NRM governance and other thematic areas.

The IFAD-funded projects are already planning similar knowledge-sharing events in the future, including an LR on NRM, where Sudanese policymakers could be invited, as well as an LR on microfinance.

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#### **People and institutions interviewed**

- Viviana Sacco, West and Central Africa Regional Coordinator, Procasur

## 11 Platform for Dialogue – MERCOSUR CLAEH

### Basic information on the SSTC activity

<b>Title:</b>	<b>Deepening and Expansion of the Public Policy Dialogue Platform on Family Farming, Food and Nutritional Security, and Rural Development in Latin America and the Caribbean</b>
Project or grant ID:	2000000497
Type of activity:	Global grant
Region:	Latin America
Countries involved:	Argentina, Brazil, Paraguay, Uruguay, Chile
Grantee:	Centro Latino Americano de Economía Humana (CLAEH)
Board approval date:	2015
Completion date:	2018
Total grant or loan amount (US\$):	1.9 million
Learning subjects:	Agricultural development, community development

### Brief description of the SSTC activity

The grant which is the object of this case study falls within a long-standing IFAD MERCOSUR programme which began in the year 2000. This long-standing initiative wished to promote dialogue and establish opportunities for linkages and coordination between the countries of the expanded Common Market of the South (MERCOSUR).<sup>78</sup> Through this dialogue, linkages and coordination between countries, the programme aimed to: (i) reduce the root causes of poverty; (ii) develop rural territories and communities; and (iii) support family farming. Dialogue on public policies was fostered between governments and participating social organizations, across as well as within MERCOSUR countries. The work conducted by the IFAD MERCOSUR programme has enabled the identification and articulation of, and agreements on, public policies for family farming, resulting in the creation in 2004 of the Commission on Family Farming (REAF)<sup>79</sup> and MERCOSUR's Fund for Family Farming (FAF), today entirely funded by MERCOSUR governments.

Specific South-South cooperation initiatives within the IFAD MERCOSUR programme started in 2011, when IFAD approved a first grant (for 2012-2015) to the Centro Latino Americano de Economía Humana (CLAEH).<sup>80</sup> One of its specific objectives was to promote South-South cooperation, through the participation of national governments, multilateral and bilateral organizations and family producer organizations, to Argentina, Bolivia, Brazil, Chile, Paraguay, Uruguay and Venezuela (Expanded MERCOSUR – seven countries). The

78 The Mercado Común del Sur (Southern Common Market – MERCOSUR) is an economic and commercial group of countries in South America comprising Argentina, Brazil, Paraguay, Uruguay and Venezuela, with associate countries Chile, Bolivia, Colombia, Ecuador and Peru. Its purpose is to promote free trade and the fluid movement of goods, people, and currency until it can form a common market.

79 REAF is a platform for multilateral dialogue on public policies specifically designed for family farmers in the region. As a participatory and democratic area for dialogue, REAF has been fundamental in building criteria and institutional frameworks for family farming in the countries and in the region.

80 This is an NGO (based in the host country, Uruguay) of IFAD's MERCOSUR Technical Coordination Unit (UTC). The recipient of the previous grants was MERCOSUR.

grant also aimed to create mechanisms that would allow for the systematization of the lessons learned in the context of MERCOSUR and the replication of the REAF/MERCOSUR experience on Colombia, Ecuador, Peru, Central America and the Dominican Republic, 10 countries in Latin America and the Caribbean and in South Africa.

Based on the successes of the first grant to CLEAH, specifically with regard to South-South cooperation (exchanges among family farmers' organizations, exchanges among government institutions and cross-cutting exchange platforms involving both FOs and public institutions, to design and apply differentiated policy tools tailored to family farming), and knowledge management (KM) (analysis of the results of specific policies, case studies), a second grant was provided to CLEAH (2015-2018), this time having the goal of fighting against the root causes of rural poverty through the design of public policies for family farming, food security and rural development.

Specifically, the grant's **overall objectives** are to:

- (i) Strengthen and expand the regional dialogue on public policies for family farming, identifying needs, demands and proposals which can be transformed into a new generation of public policies for family farming, food security, nutrition and rural development;
- (ii) Contribute to aligning IFAD projects as instruments of public policy as well as to maximize synergies between these policies and IFAD's programmes and projects in all targeted countries;
- (iii) Build on lessons learned under the second IFAD MERCOSUR programme, systematizing and disseminating these experiences through new information and KM tools beyond the original boundaries of MERCOSUR.

The three components of the grant are: (i) regional dialogue on public policies; (ii) programmes and projects as instruments of public policy; and (iii) knowledge management.

The IFAD MERCOSUR CLAEH Programme (2015-2018) is aligned to IFAD's Strategic Objective SO1 – **Increase poor rural people's productive capacities** – as it contributes to aligning IFAD projects as policy tools aimed at promoting income growth and fostering an inclusive model of rural development. It also contributes to SO3 – **Strengthen the environmental sustainability and climate resilience of poor rural people's economic activities** – through the adoption of mitigation and adaptation measures to climate change in family farming.

## The drivers of success seen in IFAD's role as SSTC facilitator

### Strengthening capacities, institutions and policies for enhanced livelihoods

Since 2015, the IFAD MERCOSUR CLAEH Programme has made efforts to export the methodological and institutional experience from MERCOSUR towards other subregions and countries of Latin America and the Caribbean, and to other regions. This has occurred together with the consolidation and expansion of the REAF platform<sup>81</sup> and collaboration with the Community of Latin America and the Caribbean States (CELAC) integration process.<sup>82</sup> The Programme has supported the expansion and strengthening of the regional platform for policy dialogue on family farming; in this regard, the delegations of Ecuador and Venezuela were frequently included in REAF despite the fact that Ecuador was not a member of MERCOSUR, and Venezuela's compliance with full membership requirements was still in progress. It has contributed to the creation and consolidation of new national sections,<sup>83</sup> forums and round tables on public policies for family farming. Public policy instruments for family farming, food security, nutrition and rural development were also identified, analysed, compared, and adapted and/or adopted from the exchanges between countries. For example, the experience of the Uruguay's Rural Development Round Tables served as a model for similar initiatives in at least two provinces of Argentina.

### Addressing the new, pressing and salient issues of today

Through the facilitation of South-South cooperation, IFAD's target groups have benefited from specific and newly endorsed public policies on key issues in family farming, such as the implementation of the National Family Farming Registry (RENAFs), the design and application of new financing tools for family farming (such as financial trusts,<sup>84</sup> bank deposits and microcredit mechanisms), and social security for family farmers as well as knowledge to improve their economic and social integration.

### Designing and transferring advanced and tailor-made innovations to target specific gaps and challenges in partner countries

The IFAD MERCOSUR CLAEH Programme is innovative in its approach to promote public policies on family farming and replicate them in other countries. Activities of South-South cooperation have been facilitated between full and partial membership countries (e.g. Argentina-Uruguay, Chile-Uruguay, Brazil-Colombia, Brazil-Uruguay, Argentina-Ecuador, Chile-Central America). The Programme has supported the IFAD-funded Regional Rural

81 A geographic and geopolitical expansion of the MERCOSUR subregional integration bloc has occurred, with the incorporation of Venezuela and, more recently, of Bolivia, as full members; several countries (Ecuador and Chile) also accessed as associate members. Other countries have also approached the region (Peru, Colombia, Costa Rica, Nicaragua and the Dominican Republic), which, although not establishing any formal links, have nevertheless engaged in dialogue with social organizations and governments.

82 The Community of Latin American and Caribbean States (CELAC) is an intergovernmental body for policy agreement and dialogue, which for the first time includes on a permanent basis the 33 countries of Latin America and the Caribbean. Since its launching in December 2011, CELAC has become the unified voice of the region on consensus issues, under the mandate of the Heads of State and National Governments.

83 A national section is a space for policy dialogue at the country level where governments, through their REAF National Coordinators, convene family farming organizations to discuss the regional agenda set by the REAF, as well as the national agenda on public policies tailored to family farming, and programmes/projects addressing rural development. It meets two to four times a year, and works on both agendas in parallel (debates feeding each other).

84 A financial trust is a legal act, in which one person gives to another the ownership of one or more assets for the latter to administer them for the benefit of a third party.

Dialogue Programme (PDRR)<sup>85</sup> in Central America through creating opportunities for fruitful exchange on public policies with the Central American Agricultural Council (CAC) in 2016. It has also supported the PBA Corporation<sup>86</sup> in Colombia and the IFAD-funded SEMEAR Programme in north-eastern Brazil<sup>87</sup> by providing them with insights on specific policy instruments for family farming, designed and implemented on the basis of REAF's experience in MERCOSUR. To implement South-South cooperation activities, the Programme has tested and systematized a methodology involving: (i) a comprehensive analysis, based on the identification-validation of demand from the public institution and/or the producer organizations on a particular topic, and the corresponding solutions; (ii) implementation support, usually consisting of three- to five-day visits/exchanges, framed by a joint technically sound workplan that establishes co-responsibilities between the applicant for the cooperation (country of origin of the exchange) and the provider of the cooperation (country of destination of the exchange); and (iii) follow-up plans with joint "next steps" agreed during the exchange, building on technical expertise and adapted to each receiving institution's needs and capacities.

### Sharing and building on earlier successes for new beneficiaries through the linking and sequencing of grants and loans

With the approval of the new grant for 2015-2018, the IFAD MERCOSUR CLAEH Programme has entered a new phase, trying to consolidate its position in the subregion, institutionalizing the process carried out thus far and adjusting its strategy to the changes taking place in the surrounding context. The expansion of the South American common market area has made it necessary to set up instruments to promote policy dialogue on family farming in MERCOSUR's new member states, new associate states and other countries interested in the experience. The Programme is closely linked to IFAD projects in the subregion and has supported the governments and family farming organizations in each country to implement both IFAD projects and policies arising from MERCOSUR resolutions and decisions, in response to the REAF's recommendations.

85 The Regional Rural Dialogue Programme (PDRR) is a platform for policy and economic management in favour of family farming, Peasant and Indigenous Agriculture in Central America and the Dominican Republic, formed by family farming organizations that are actively involved in the process of integration and sustainable development from a rural, indigenous and peasant worldview. The PDRR kicked off in September 2006, in a context in which family farming organizations in the region mobilized against free-trade agreements and other neoliberal measures for their expected negative impact on small-scale production and family livelihoods. Currently, the PDRR brings together almost 1 million family farmers. It consists of 20 organizations (trade unions, as well as peasant, indigenous and Afro-descendent organizations) of Guatemala, El Salvador, Honduras, Nicaragua, Costa Rica, Dominican Republic and Panama, and represents farmers for various agricultural activities (e.g. coffee, basic grains, vegetables, fruits, fishing, livestock, bee-keeping). In March 2016, the creation of the Regional Policy Dialogue Mechanism for Family Farming was approved at the initiative of the Ministers of Agriculture and Livestock and the Central American Agricultural Council (CAC) Secretariat, during the Central American Meeting of Family Farming. The programme is now called Central American and Dominican Republic Commission of Family Farming (CCAF), and is composed of three representatives from each member country: a representative of the ministry of agriculture, a representative of the PDRR and a representative of family farmers' organizations.

86 The PBA Corporation is a non-profit organization which uses the resources of international cooperation and national counterparts in participatory innovation activities with small-scale farmers in the fields of technology, organization and business, in order to help improve production, income, knowledge, coexistence and the environment in rural communities.

87 SEMEAR is a programme for the management of knowledge in the semi-arid region, whose objective is to facilitate the access to knowledge, innovations and good practices that can be adopted and replicated by the rural population to improve their living conditions and to promote sustainable and equitable development in the region.



### Drawing on emerging expertise within the region to provide solutions

The IFAD MERCOSUR CLAEH Programme has contributed to the improved quality of political dialogue at the national level and has been actively engaged in broadening its experience and disseminating the REAF model at bilateral and multilateral levels. It has provided methodological support by means of technical assistance missions that were held between representatives of the governments and organizations of MERCOSUR member countries and the representatives of countries in other regions (Dominican Republic, Colombia, Costa Rica, Nicaragua, Guatemala and Honduras) interested primarily in learning from the institutional framework of Brazil's Ministry of Agricultural Development (MDA), Argentina's Unit for Rural Change (UCAR), Uruguay's Directorate-General for Rural Development (DGDR), and rural development round tables. Some working meetings were also held between beneficiaries of countries taking an active part in REAF and beneficiaries of other countries in the project area. The Programme supported SSC-type activities by disseminating information and experiences within and outside the region through information and KM tools and communications. A social communication tool called New Rural Imaginary was developed that entailed the making of a 12-piece video cycle for television, showing successful family farming development experiences within the new institutional framework and the targeted policies in force in Argentina, Brazil, Paraguay and Uruguay.

### Selecting strong partners and building effective partnerships

Partnerships and agreements with academic institutions were entered into for the production of studies on family farming public policies. Approximately 10 academic institutions were involved, among which CLAEH, the Foundation for Regional Development in MERCOSUR (FUNDER), the Federal Latin America Integration University (UNILA) and the Uruguayan Cooperative Centre (CCU) stood out for the duration and degree of commitment in their approaches to specific subjects. Several regional and national studies were thus produced, which addressed issues such as: (i) the convergence of the interests of family farmers and rural and urban civil society in terms of food and nutrition security; (ii) the role played by cooperative associations as users of support tools for family farming and as channels for the insertion of family farming in the markets, whether institutional (public purchases) or commercial (value chains); (iii) the implementation of marketing platforms between cooperative associations and public purchases; and (iv) the operation of the National Family Farming Registry and adjustment proposals to improve the focus of policy tools in relation to the target population.

## Main lessons learned and priorities for the future

### Key lessons for replicating successful models

- The IFAD MERCOSUR Programme has acted mainly as a **facilitator** in the process of creating and consolidating REAF's policy dialogue platform within MERCOSUR's political and legal framework. It may have influenced decisions on what topics to include in the agenda but it was never a participant in the debate or the decision-making. IFAD as a neutral broker throughout the entire partnership process has had a crucial role in instilling trust and credibility as well as in promoting ownership.

- IFAD's support to SSTC was not only fully aligned with ongoing policy processes, but also benefited from the MERCOSUR member governments' desire to learn from each other.
- The IFAD MERCOSUR Programme has endorsed an explicit approach to support peer learning among REAF players and organizations from non-MERCOSUR countries. As a result, it was able to project experience and transfer knowledge towards other countries in Latin America, and to create the conditions of permanence and sustainability needed for policy dialogue.

### Opportunities for strengthening IFAD's delivery of SSTC as part of its business model

- The IFAD MERCOSUR CLAEH Programme provides a very good example of how IFAD can act as SSTC facilitator, and should be used as a model for replication in other regions.
- There is an opportunity for the IFAD MERCOSUR CLAEH Programme to continue its methodological support in establishing and consolidating the activities and operations of REAF's various bodies (national sections, thematic groups and regional plenaries) within the countries recently included or soon to be included in the REAF platform.
- The experience of the IFAD MERCOSUR Programme could project the South-South cooperation activity between sub-regional blocs, or even to blocs of countries beyond Latin America and the Caribbean (such as the South African Development Community or the Community of Portuguese Speaking Countries).

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**Additional information****Table 1**

<b>Title:</b>	<b>Public policy dialogue platform on family farming and food security in the Southern Cone</b>
Project or grant ID:	1326
Type of activity:	Global regional grant
Region:	Latin America countries; East and Southern Africa
Countries involved:	Argentina, Brazil, Chile, Paraguay, Uruguay. Activities will also take place in the Andean and Central America's countries (Colombia, Ecuador, El Salvador and Peru) and in South Africa
Grantee:	Centro Latinoamericano de Economía Humana (CLAEH)
Board approval date:	27 October 2011
Completion date:	30 September 2015
Total grant or loan amount (US\$):	1 800 000
Learning subjects:	Agricultural development, community development

**Table 2**

<b>Title:</b>	<b>Institutional consolidation of the Specialized Meeting on Family Farming of the Common Market of the South (MERCOSUR)</b>
Project or grant ID:	1056
Type of activity:	Regional grant
Region:	Southern Cone of Latin America
Countries involved:	Argentina, Bolivia, Brazil, Chile, Paraguay, Uruguay and Venezuela
Grantee:	Technical Secretariat of the REAF (MERCOSUR Commission on Family Farming)
Board approval date:	11 September 2008
Completion date:	31 March 2012
Total grant or loan amount (US\$):	1 080 000
Learning subjects:	Agricultural development, community development

## 12 Agricultural Innovation MKTPlace (Africa-Brazil)

### Basic information on the SSTC activity

<b>Title:</b>	Africa-Brazil Agricultural Innovation Marketplace
Project or grant ID:	1206
Type of activity:	Grant
Region:	Latin America and the Caribbean (LAC)
Countries involved:	Brazil and Africa
Grantee:	Fundação Arthur Bernardes (Funarbe)
Board approval date:	16 May 2010
Closing date:	31 March 2013
Total grant or loan amount (US\$):	500 000
Learning subjects:	Agricultural development, natural resource management

### Brief description of the SSTC activity

The Africa-Brazil Agricultural Innovation Marketplace (MKTPlace) engages African and Brazilian researchers and technicians in a joint effort to solve practical problems faced by small farmers in the participating African countries. Its goal is to contribute to agricultural development in Africa and contribute to the achievement of the Millennium Development Goals. The objectives of the project are to: (i) promote knowledge exchange between African countries and Brazil, (ii) support agricultural development in Africa in line with the African Union's New Partnership for Africa's Development and its Comprehensive African Agricultural Development Programme; and (iii) promote investments in agricultural research and development.

The focus of the MKTPlace initiative is agricultural innovation rather than research per se, and is composed of three basic pillars:

- (i) **Policy dialogue** with stakeholders including policymakers, research and development organizations from Africa and Brazil, and supporting institutions focused on the development of a mutually agreed framework for collaboration;
- (ii) Knowledge-sharing, including a **forum** for the presentation and discussion of collaborative initiatives and an initial proposal selection, competitively supported to "launch" the marketplace;
- (iii) **Africa-Brazil** collaborative research for development projects in the following thematic areas:
  - Productivity-enhancing technologies;
  - Natural resource management improvements;
  - Policy, institutional and market strengthening, and knowledge management;
  - Smallholder and poverty-reduction-targeted technologies.



Through the development of productivity-enhancing technologies and improvements in natural resource management, the initiative is clearly aligned with IFAD's SO1 – **Increase poor rural people's productive capacities** – and SO3 – **Strengthen the environmental sustainability and climate resilience of poor rural people's economic activities**.

## The drivers of success seen in IFAD's role as SSTC facilitator

### Strengthening capacities, institutions and policies for enhanced livelihoods

One of the most important impacts of the MKTPlace platform has been the creation of structured, institutional links and the improvement of agricultural, technical and, to a lesser extent, scientific cooperation between Brazilian and African research institutions. The platform has also become an important source of material and technical/scientific support to many researchers in Africa who tend to remain at the margins of the global research communities/institutions. Researchers are considerably empowered by the platform's "bottom-up" model and able to propose research projects that effectively tackle their agricultural challenges and scientific needs.

### Addressing the new, pressing and salient issues of today

The MKTPlace offers a "virtual space" where researchers from Brazil and African countries can "meet," exchange, propose and, if selected, develop together a two-year research project on a shared area of expertise. As mentioned above, one of the requirements is that research developed should, in some way, support sustainable agriculture and socio-economic development in African countries. So far, out of the 64 projects approved for Africa, 53 per cent were for productivity-enhancing technologies and 47 per cent for natural resource management improvements (policy, institutional and market strengthening, and knowledge management – KM), and smallholder and poverty-reduction-targeted technologies. Through the funding of these research projects, the Brazil-Africa sharing in the activity contributed to improved practices that addressed key issues in the African country(ies). A summary of results and outcomes achieved by the first 45 finalized projects follows.

#### (i) Technologies, products and services

**Projects** have developed 155 technologies and products, such as technology for the development of *Bacillus thuringiensis* (Bt)-plant extract biopesticide, low-head Hydramp pumps developed and adapted to smallholder conditions, methods for merging and analysing molecular data generated by different facilities, and new technologies and policies for honey production and *Rizhobium* inoculation in cowpea. Most of the **products** are related to breeding and conservation. Some of the 56 **services** generated for smallholder producers have short-term impacts and results such as: degraded rangelands rehabilitated using planned grazing material and animal impact; installation of ram pumps, design of matching irrigation systems and technical backstopping services provided to farmers.

#### (ii) Training and technical visits

The training and technical visits involved over 4,542 people. The events focused on KM and sharing to develop different skills needed to respond to promising activities associated with high-value cropping systems, market-oriented crops and more remunerative land-use practices and reductions in production costs for traditional cereal crops.

**(iii) Knowledge generated**

About 113 identifiable knowledge products were generated. These include the identification that cotton volatiles are responsible for the attraction of a major pest, documentation of levels of soil and groundwater pesticide contamination in Togo, development of a procedure to enable the assisted migration of peanut wild relatives, a smallholder goat system simulation model and elaboration of a protocol for the development of efficient Bt-plant extract biopesticide.

**(iv) Germplasm exchange**

More than 1,116 accessions or samples of germplasm adapted to tropical agriculture from several species or breeds were exchanged. The recipients were Ethiopia, Kenya, Nigeria, Uganda, the United Republic of Tanzania and Cameroon. The exchanged species were Napier grass, cotton, peanut, coffee, banana, rice, lentil, cowpea for chicken feed, cassava, pepper, bean and tomato.

**(v) Events organized**

About 137 major events were organized in 19 countries and involved researchers, farmers, media agro-processors, economists, journalists, policymakers and rural communities.

**(vi) Publications**

The MKTPlace projects have produced over 145 technical publications, including scientific papers, theses, books, videos and manuscripts.

### **Designing and transferring advanced and tailor-made innovations to target specific gaps and challenges in partner countries**

Periodic calls and a fairly simple process for proposal and project submission have allowed numerous researchers and research institutions in Africa to obtain something quite rare: **funding**. Indeed, in a context where general support to scientific research is quite meagre, the MKTPlace has become in time a rather unique opportunity for African researchers to secure not only financial, but also institutional, material and scientific support. Year after year since 2010, the MKTPlace has been opening new calls, encouraging and promoting African-Brazilian researchers' matches and making sure that funding and scientific support directed to the institutions and researchers are promptly received and efficiently used. Institutionally connected to the Brazilian Agricultural Research Corporation (Embrapa), and together with numerous Embrapa researchers, the MKTPlace management team has been essential towards the successful implementation of the project.

### **Sharing and building on earlier successes for new beneficiaries through the linking and sequencing of grants and loans**

- (i) In 2012, the successes of the African experience led to an expansion of the geographic scope of the platform that now also encompasses Latin America and Caribbean countries. Within this context, IFAD provided a second grant to Funarbe to fund this expansion.
- (ii) The Building on the Successes of the Africa-Brazil MKTPlace (M-BoSs) initiative came to light to foster institutional result ownership by African partners and, allowing for long-term collaboration, pave the way for scaling the successes of the MKTPlace upwards and outwards. M-BoSs builds on the successes of existing partnerships from the MKTPlace that have the possibility to mature over two years. Its specific objectives are: (i) to scale up promising results; (ii) to support

new impact initiatives; (iii) to foster relations between agricultural scientists in sub-Saharan Africa and Brazil; (iv) to engage and connect a full range of actors involved in agricultural innovation; and (v) to support the development of a mutually agreed upon framework for sustainable Africa-Brazil collaborations. It is currently a partnership between the Forum for Agricultural Research in Africa, Embrapa, the Bill & Melinda Gates Foundation and the United Kingdom's Department for International Development.

### **Drawing on emerging expertise within the region to provide solutions**

The second IFAD grant provided to finance the marketplace can be considered a regional grant. Brazilian policies, agricultural research and focus on social programmes provide an important element of linkage between Brazil's experience and the goals set by the governments of the Caribbean, South American and Central American countries. Good examples of Brazil's experience include programmes such as Zero Hunger, agricultural research developed by Embrapa, programmes implemented by the Ministry of Agrarian Development to support family farming as well as social protection schemes. In this context, the LAC-Brazil Agricultural Innovation Marketplace initiative, intended to effectively contribute to agricultural development in Latin America, focused on the poor and benefited from the very positive experience of the Africa-Brazil Agricultural Innovation Marketplace. As part of the grant activities, a strategic alliance with the Inter-American Institution of Cooperation for Agriculture (IICA) has been established. IICA, with a trajectory of almost 70 years, is an intergovernmental specialized agency of the Inter-American System, and its main objective is to promote more inclusive, competitive and sustainable development of the agriculture in the Americas.

### **Selecting strong partners and building effective partnerships**

Fundação Arthur Bernardes was established in 1979 by the Universidade Federal de Viçosa – UFV. The Foundation was created in order to streamline the management of resources and advice, in search of partnerships between UFV and public agencies or private companies. Its mission is to provide support services for scientific and academic communities, acting in the management of agreements and contracts in an efficient and transparent way.

Funarbe, being a foundation under private law, operates with financial and managerial agility and transparency, and has extensive experience in implementing projects in line with Brazil's federal fiduciary procedures and laws. The partnership between Embrapa and Funarbe is crucial for an agile financial management, which is essential for a successful implementation of the Africa-Brazil Innovation Marketplace. Funarbe is a proven reliable partner that guarantees transparency and quality in all the grant management processes.

The partnership between Funarbe and Embrapa had a long-standing experience and a history of success in implementing projects and activities funded by IFAD, the World Bank and other donors. It has previously been involved in the PRODETAB Project from 1995-2006, with a budget of US\$120 million. This was subjected to several evaluations, with very positive results in terms of project management, and it contributed to diversifying the Brazilian agricultural technology system, while simultaneously strengthening Embrapa itself.

The Funarbe and Embrapa partnership was also previously involved in the “Multi-country Capacity-Building for Compliance with the Cartagena Protocol on Biosafety” project with Funarbe and Embrapa jointly responsible for implementing the Brazil-based activities. Funarbe works with many other Brazilian research institutions besides the UFV and Embrapa and has strong credentials at the national and international levels. This record of Funarbe’s financial management capacities and experience showed that it was well qualified to manage the budget of the project.

## Main lessons learned and priorities for the future

### I. Key lessons for replicating successful models

- (i) **Selection of implementing agency.** The choice of the implementing agency was key in the successful delivery of the activities. Indeed, legal limitations resulted in the choice of Funarbe as the implementing agency instead of Embrapa. This was truly key, since as a public company Embrapa is submitted to the rules governing public institutions in Brazil, which tends to make the process of contracting/procuring extremely long, costly and not always efficient. Funarbe’s management of the MKTPlace was efficient, cost-effective and robust.
- (ii) **Impact.** This has been mostly considered as the platform’s capacity to bring researchers from Brazil and Africa to come together to develop, fund and implement research projects. Not as much attention was given to effectively bringing the research into practice and scaling up the research results, although this might now be possible through the new project, M-BoSs. So, if indeed the project was successful in strengthening research capacities and opportunities through SSTC, the incorporation of the research results in investments in agricultural development and rural poverty reduction is not evidenced. Should future projects wish to model the MKTPlace, the issue of scaling up research results is one which must be considered as a top priority if SSTC is to support poverty reduction efforts in the South. “Project design should involve actors other than researchers, particularly farmers and the local communities. The same applies to pertinent institutions, which should be contacted as early as possible in the design phase. Building required multidisciplinary teams around the proposal increases the chances of success, and the participation of socio-economists is highly desirable” (*Agricultural Innovation Marketplace: South-South Cooperation Beyond Theory*, page 112).

### Opportunities for strengthening IFAD’s delivery of SSTC as part of its business model

The agricultural marketplace initiative is the perfect example of SSTC and should be used as a model for the capacity development of IFAD staff on SSTC.

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**People and institutions interviewed**

- Paolo Silveri, Country Programme Manager, Brazil and Regional Economist, Latin America and the Caribbean Division, IFAD



## Annex II • Additional graphs on IFAD SSTC activities

Figure A • Number of SSTC activities per learning subject by financial instrument

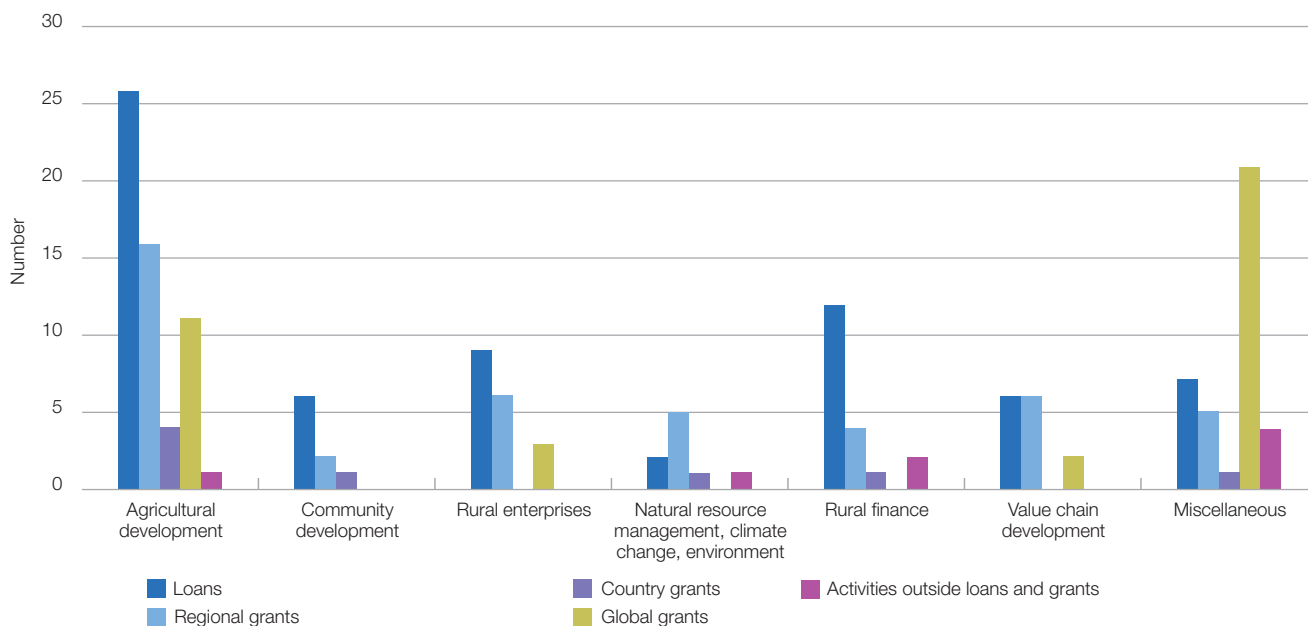
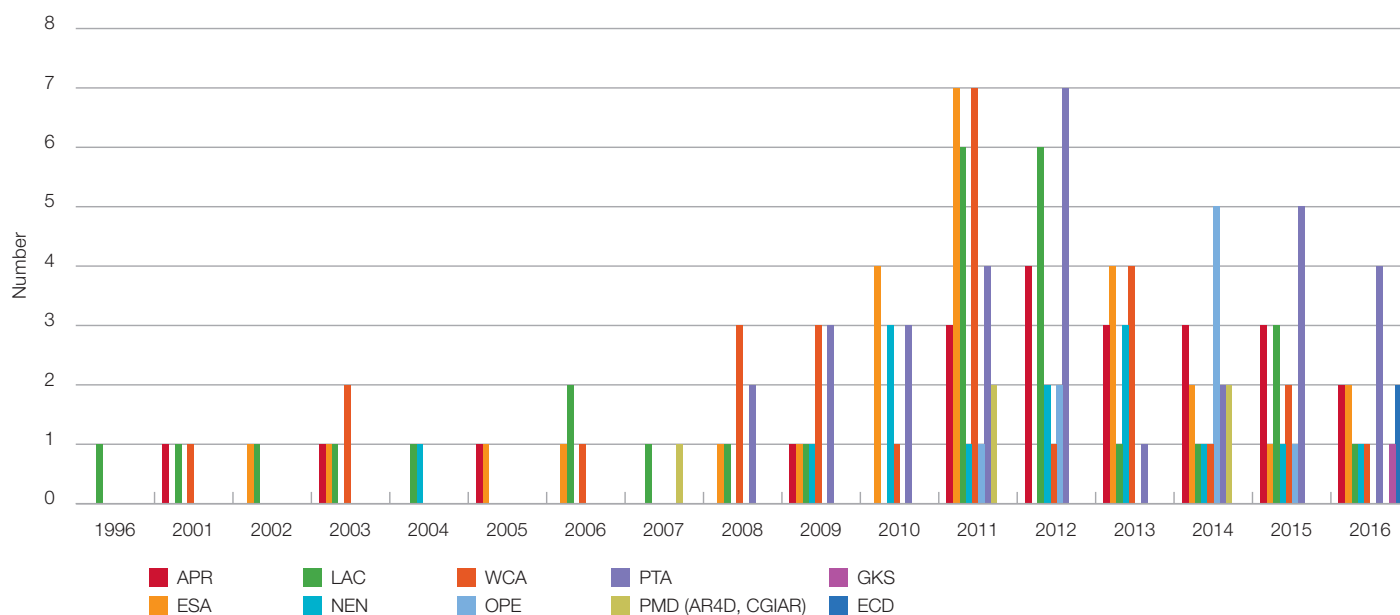
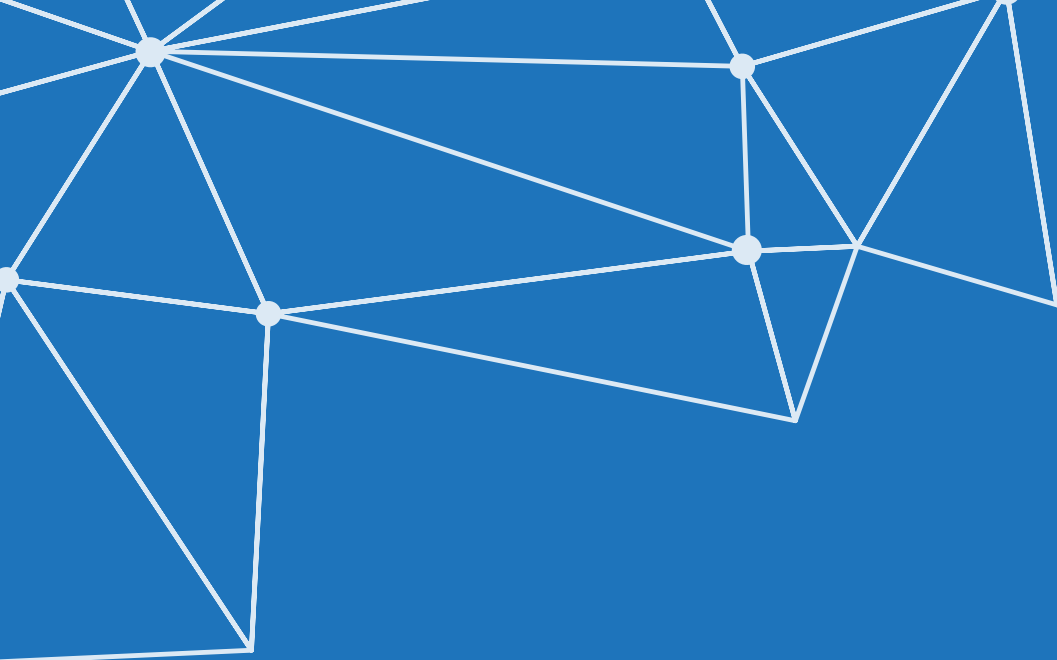


Figure B • Number of SSTC activities by approval date, disaggregated by division









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