ENRAP II
Knowledge Networking for Rural Development in the Asia-Pacific Region

GRANT COMPLETION EVALUATION REPORT

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Rome

Final Report

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**EXECUTIVE SUMMARY**

ENRAP II (Knowledge Networking for Rural Development in the Asia/Pacific region) is an IFAD-funded initiative being implemented by the International Development Research Centre (IDRC) in collaboration with IFAD-funded projects in: China, India, Laos, Nepal, Pakistan, Philippines, Sri Lanka and Vietnam. The first phase of the ENRAP project (1998-2001) is over and the second phase comes to an end in May 2006. The second phase of ENRAP was designed to bridge the gap between increased awareness about information management and role of ICTs in this process among IFAD projects (an outcome of ENRAP I), and strengthening and deepening networking and knowledge-sharing at all levels for the benefit of rural communities.

ENRAP II has 4 clear objectives: to strengthen current technical networking capacity in IFAD-funded projects; Expand the capacity of CBOs and rural communities in use of electronic media to nurture a culture of learning and knowledge sharing; Develop networks for sharing knowledge within projects, and at national level and regional level between IFAD projects; and Design innovative technical and institutional models for IFAD projects which make effective use of ICTs.

To achieve these objectives ENRAP II supported IFAD projects with 5 types of interventions: Building IT infrastructure and providing connectivity; Training on documentation and sharing of knowledge; External trainings and exposure visits; Organizing national and regional meetings and experience-sharing workshops; and Supporting website development.

As IT infrastructure is not equally well-developed across IFAD projects, ENRAP II received several requests from projects to provide support for IT equipment and providing internet connectivity. A modest 18% of the expenses incurred on the 5 types of the interventions went into this activity as ENRAP II was expected to move away from providing hardware solutions and connectivity. In most cases, ENRAP II selected only those projects for this activity where the absence of LAN or small supplementary funding was the only reason which prevented the project staff from getting connected to the internet and exchanging information. For instance in the case of MREAP (Sri Lanka) project a small funding of USD 6,900 ensured that internet and emails became available from one terminal to all the computer terminals, dial-up connectivity was replaced by hi-speed access, and dedicated email accounts could be created that led to increased sharing of documents electronically between project staff. In cases, where the missing link was much wider such as absence of in-house skills to manage LAN or non-availability of funds within core IFAD budget to sustain internet usage, the support of ENRAP II was not effective and failed to produce the desired effects.

Training on documentation and sharing of knowledge was another important intervention of ENRAP II which benefited several projects to better document their experiences and prepare well-packaged knowledge products that could be distributed electronically. In the initial period the focus was on developing writing skills of the project staff while in the later stage, ENRAP II introduced digital video documentation on a pilot basis, which met with a good response, and was extended to several projects. An outstanding result emerging from these trainings was the case of CHARM (Philippines) project. Sixteen women and nine men from project staff and local government units benefited from this training provided by local trainers and during which almost forty documents were produced in narrative report, brochure format and as video documents. At the end of the training, self-executing and labelled CDs were prepared which included these case-studies and video documents. Copies of the same were then made available to government officials, including those at the municipality level.

Over 50 people from various IFAD projects benefited from series of training on digital video documentation. Many projects developed the confidence to create their own digital videos or were more involved in the process when an external person was hired to shoot or edit the project videos. It was observed that most participant projects had captured a lot of digital footage but it was not in the final form where it could replicated on CDs, distributed and used professionally.
More complete digital products should have been produced and their uses documented so as to fully justify the benefits from these trainings and to complete the process of conceptualizing and producing digital videos to their wider broadcasting and use.

ENRAP II also supported the participation of some of the IFAD project staff to attend external trainings and workshops relating to use of ICT for development, and to exposure visits to other IFAD projects. While by themselves training programmes and exposure visits have their own benefits, but how they furthered the ENRAP II objectives was not immediately evident, especially which new activities were initiated at the end of the training? Within a focused project such as ENRAP II these exercises are more useful if they are aimed at producing an immediate impact, the ingredient skills for which are lacking prior to the training, for instance, on how to manage electronic lists or troubleshooting of LAN configuration. In such cases, where immediate impacts can be envisaged or are designed to occur in the post-training period, ENRAP could sponsor participation of more staff members subject to availability of funds, and to advance-level training programmes for which skills are not available locally or even within the country.

To ensure that IFAD projects associate themselves nationally and regionally and exchange information between them, ENRAP II regularly organized, and participated in, several national level meetings and regional workshops. Organizing and participating in these meetings helped build awareness and get commitment to ENRAP II activities at the highest level, and to build relationships with IFAD project directors. They also provided an avenue where participants from IFAD projects could look beyond their projects to learn about other projects and identify areas of common interest. For some project directors these meetings provided them with the first opportunity to meet directors of other IFAD projects in the country. It should however be noted that bringing participants from different projects together at one place does not equals to national and regional-level networking unless they engage in activities which go beyond their project boundaries. As such trans-project networking will not always happen by itself unless an external effort is made, as for most project staff the implementation vision is usually restricted to their own projects. This is where ENRAP II secretariat should have played a pro-active role by devising common activities which promote inter-project cooperation and lead to genuine networking, for instance preparing a nation-wide mailing list of government offices and individuals to whom publicity material and electronic case-studies produced by different IFAD projects could be sent at regular intervals. Or designing the structure of a national level website where material from different IFAD projects within the country could converge and how it should be organized, updated and managed. Problems could be posed to during such meetings, and staff members from different projects should be allowed to work together and propose a common solution supported by individual or project-level action points to put them into action.

Through it final intervention on website development activities, ENRAP II provided support to several projects. In China, the participation of a local facilitator was supported to develop an ENRAP-China website. Support was also given to projects in Laos and Pakistan to help them better organize and disseminate information about their work through their website. On reviewing these products, it was evident that ENRAP II has only made a beginning in this direction as these websites still needed a lot of work in terms of adding more information and local content, on updating them and making it easier for the projects to manage them. On the overall IFAD-funded projects, including those where ENRAP provided support have a minimal web presence. It is impossible to ignore websites simply as a separate activity, as they are an important point of convergence for various activities supported by ENRAP II on better documentation, sharing of information, and promoting electronic networking between IFAD projects.

Through these range of interventions ENRAP II achieved different levels of success in the four stated objectives. The project was most successful in strengthening technical networking capacity of IFAD. By building IT infrastructure and providing connectivity to several staff members meant that the use of ICT in work no longer remained the prerogative of Project Directors and the M&E staff. It enhanced sharing of documents digitally by different staff members in their daily work, and
especially for reporting purposes. The strengthened technical capacity and improved connectivity meant that ENRAP II was able to conceive and initiate networking between IFAD projects through the participation of M&E personnel, project directors and staff members who directly benefited from some of the ENRAP activities.

Most of ENRAP II interventions were focused on the PMU staff, to the extent, that the project overlooked its second objective of building capacities of CBOs and rural communities to use electronic media. No focused interventions were designed for these stakeholders and ENRAP II did not contribute to building technical networking capacities of this group in any significant way. From an external perspective, this failed to give depth to the activities undertaken, in terms of how closely ENRAP II interventions reached out to IFAD project beneficiaries and local players, and impacted the sphere of local influence surrounding the farmers.

The third objective of developing knowledge communities for sharing knowledge, experiences and good practices at different levels was only partially met. Knowledge networks were created more successfully at the regional level in comparison to those at the national level and locally, within IFAD projects. As ENRAP II was not involved in day to day operations of individual IFAD projects (and rightly so), it did not have the understanding of local-level dynamics and players to create local ICT-enabled networks within an IFAD project, and the onus was placed on PMUs to engage this group of stakeholders but with mixed success. At the national level, some form of networking between different IFAD projects was established through electronic mailing lists, supported by face to face meetings and common training programmes, which provided an avenue for staff members to exchange information and develop an understanding about other IFAD projects. However these national networks of IFAD projects are still under-developed from the perspective of information flowing electronically between them, and common activities undertaken by them.

At the regional level, ENRAP II promoted direct interaction and communication among IFAD projects through M&E and digital video documentation electronic lists, regional workshops, and by initiating joint activities such as supporting the participation of M&E Staff of three IFAD projects to help the NERCORMP (India) project document its experiences using the “Systematization Technique.” ENRAP certainly played a key role in tying up IFAD projects in different countries within the region together, as this would not have happened in a structured way without the efforts of ENRAP secretariat and its interventions. Here ENRAP has significantly emerged as a point of convergence for different IFAD projects at the regional level where nothing existed before.

In terms of developing institutional modes of effective use of ICTs which could be used by other IFAD projects, two products stand out: the M&E list which is now institutionally embedded in IFAD projects serviced by ENRAP and could be used by M&E personnel of any new IFAD projects, and the “School on Air” programme of CHARM (Philippines) project that uses ICTs effectively for intra-project networking and for targeted dissemination of knowledge products produced by IFAD projects within the local community.

Several important lessons and findings emerge from this project which should be integrated into any future ICT-networking related project of IFAD. The most significant learning is that the idea of networking between projects, as expressed in the initial ENRAP II project document, is not perceived in the same way by the stakeholders. It is true that all the stakeholders expressed the need to network externally, but what did not emerge in common was with whom they wished to interact? Each category of stakeholders had different ideas to establish linkages with, ranging from agricultural universities and private companies, to radio stations and organizers of agricultural fairs and certifiers of organic farm produce. Other IFAD projects were mentioned as a source for information but most stakeholders did not give them any weightage over other sources. They viewed other IFAD projects as one of the many nodes which could be brought into the knowledge network for exchanging information. Thus there is a need to rethink the kinds of networks to be developed within such projects, accepting the fact that only linking up IFAD projects may not provide the threshold level of intelligence within the network to provide any real
networking benefits which go beyond project management and answering queries relating to IFAD reporting arrangements.

Further as ENRAP II was envisaged to be more focused on initiating knowledge networking between projects as opposed to building IT infrastructure and connectivity, a more rigorous selection of which projects to involve should have been done. For future projects, it would be advisable to involve only those projects for knowledge networking which can offer a minimum threshold of IT infrastructure and connectivity. This will ensure that the project does not digress from electronic knowledge networking activities to dealing with proposals seeking assistance for bringing connectivity for which it may lack the financial resources and even the technical expertise to make a positive impact.

ENRAP II supported almost 40 projects in 8 countries through a range of activities. This makes it difficult to create and test institutional models that make effective use of ICTs, and also to follow up and measure the impact of these spread-out activities. Activities should be carefully designed and short-listed to reduce the horizontal spread of ICT activities to a set of core and most applicable interventions and focusing efforts on the same. This means a careful vetting project activities needs to be done to select those which reinforce each other and can be rolled out to several IFAD projects instead of the current strategy of initiating several stand-alone ICT activities which are applicable to only a few projects.

The activities undertaken within ENRAP I and ENRAP II were concentrated mostly on IFAD project staff at the PMU level, only partially on local project partners and local government units, and negligibly at the level of beneficiaries. As knowledge networking was seen rigidly in terms of computers, software and cameras, it was easy to create an argument and conclude that since local partners and farmers possess none of these goods, they cannot be involved more directly in such activities. However this logic falls apart where some of progressive farmers possess mobile phones (Sri Lanka and India), including some with equipped with cameras, and therefore possess the same or even more networking capabilities than what can be achieved by computers, software and cameras. And some of these are already using the same for improving their livelihoods without any external support, for instance the mushroom cultivators in Warapitiya village, Matale, Sri Lanka in MREAP project area put their mobile phone number on the product labels to get more orders. Thus there is a need to stretch the vertical drop of impact group, to focus on ICT-activities which will have a stronger and more direct impact on the beneficiaries. One way of doing so, would to involve progressive farmers into ENRAP activities. These farmers could be trained on many of the activities focused exclusively on IFAD staff, namely on documentation, digital videos and networking. These groups would add substantial value by documenting the impact of IFAD projects from farmers’ perspective and may be able to project
better the networking needs of the farmers. Some of the mechanisms with which these stakeholders could be included into these activities are telecentres or through training of intermediaries such as agricultural extensionists and local trainers, and lots of expertise exists within IDRC and its projects (including telecentres.org) to implement them on a demonstration basis within IFAD project area.

The ENRAP II project was conceived in 2002 and since then the technology has progressed significantly and mobile phone connections now surpass landlines globally. As mentioned earlier, some of the beneficiaries within IFAD projects now own mobile phones and use it for meeting their information needs. ENRAP activities however have not graduated to the demonstration of mobile phones, phone cameras and SMSs as knowledge networking tools as a result of which even the IFAD project staff do not have a broad foundation of how they can use ICTs within their core activities aimed at the rural poor. Consequently there is a demand lock-in whereby project proposals fielded by these projects do not ask for support beyond the obvious applications of ICTs such as emails and documentation. Whereas within IFAD projects which are focused on livelihood generation and enhancement, the use of ICTs could be integrated within core activities of IFAD projects such as SME product marketing (MREAP, Sri Lanka) or for supporting eco-tourism (ULIPH, India). Any future ICT project should keep the project design flexible to incorporate the most appropriate and widely used ICT prevalent at that time within its interventions.

Lastly for any ENRAP kind of project, a necklace approach should be adopted whereby the implementation agency should have some flexibility to design individual interventions as long as they string up to achieve the core objectives of the project. This means that the project should maintain momentum on core objective within all the activities undertaken. For instance in the case of digital video documentation the participants, apart from being given training on use of digital videos, should be given common tasks where they pool their knowledge to create a national-level mailing list for dissemination of CDs of digital video they are producing. This will ensure that the wider vision of knowledge networking and dissemination of information does not get lost in the individual activities. Or, in the case of training on website development, the participants should collectively propose how a national level IFAD projects website should look like, and whether it would be useful as most projects do not have their own websites, or what are the common themes on which all IFAD project specific websites should report on.

In conclusion, the continuation of ENRAP I with ENRAP II was a correct decision taken in 2002 as it sustained the momentum behind integration of ICTs in IFAD project activities, and brought about a horizontal expansion in the use of ICTs into newer areas. And it is equally important to view ENRAP II in terms of its explicit and an implicit agenda. The explicit agenda, namely the stated objectives and expected measurable benefits should be seen as a means to achieve the implicit agenda of boosting IFAD projects to harness the potential of new technologies to enhance their own efficiency in delivering benefits and services to the rural poor, and to improve the impact of IFAD-funded projects on the livelihoods of poor rural communities through strengthening and deepening networking and knowledge-sharing at all levels.

When viewed from this approach it is clear that eventhough ENRAP II has not fully achieved the explicit agenda (in terms of the stated objectives and expected benefits), it has made a substantial contribution to the implicit agenda through some of its activities and by drawing attention and commitment of top-level management of large number of IFAD projects (almost 40 projects in 8 countries). This in turn has made use of ICTs within IFAD projects almost irreversible. It has paved the way for IFAD projects who are convinced of the substantive value of ICTs in rural development, to internalize activities initially supported by ENRAP within their core activities, and more ahead.
1 INTRODUCTION

The International Fund for Agricultural Development (IFAD) commissioned the Grant Evaluation of the second phase of ENRAP. ENRAP II (Knowledge Networking for Rural Development in the Asia/Pacific region) is an IFAD-funded initiative being implemented by the International Development Research Centre (IDRC) in collaboration with IFAD-funded projects in: China, India, Laos, Nepal, Pakistan, Philippines, Sri Lanka and Vietnam.

The project is in line with IFAD’s Strategic Framework (2002-2006)\(^1\) to improve the access of the rural poor to local knowledge and innovation, technologies and markets. The main goal of ENRAP II is to improve the impact of IFAD-funded projects on the livelihood of poor communities in Asia by strengthening networking and knowledge sharing at all levels. It was envisaged that the effective use of internet and electronic communications by project staff and, ultimately, by project communities will contribute to the empowerment of rural people and help them to better address their development objectives.

The first phase of the ENRAP project (1998-2001) has been completed. The second phase started in November 2002 after a one year interim phase to bridge Phase 1 and Phase II. ENRAP II comes to an end in May 2006 after a 6 month extension given to the project from November 2005 onwards.

1.1 Evaluation Objectives

The Grant Completion Evaluation Mission was undertaken in March – April 2006. It included visits to IFAD projects in India, Laos, Philippines and Sri Lanka, to IDRC and ENRAP offices in New Delhi, and to the IFAD office in Rome. During these visits, a range of people involved with the IFAD/ ENRAP project were interviewed in either one-to-one setting, or in office-based group discussions, or during village-level meetings. Section 1.3 provides more details on the evaluation methodology.

The goal of the evaluation was to assess the degree to which the co-funding and implementing agency, IDRC, has successfully achieved the overall goals and objectives set forth in IFAD’s ‘Technical Assistance Grant Design’ document of 19 March 2002\(^2\), and what can be learnt from ENRAP II that would be useful in the design of future IFAD projects relating to use of information and communications technology (ICT) for rural development in the region. See the Terms of Reference of the Evaluation presented in Annex IV.

### Evaluation Mission Objectives

The key objectives of the evaluation were 4-fold:

i. Review the activities implemented by ENRAP II in the last four years

ii. Assess the value added by these activities and their integration within IFAD projects

iii. Assess the impact of these activities on various stakeholders in the project, including the rural poor who are the ultimate beneficiaries of IFAD-funded projects

iv. Identify the key strengths and shortcomings of the ENRAP II and, based on them, provide advice about the future design of ENRAP-type programmes.

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1 See [http://www.ifad.org/sf/](http://www.ifad.org/sf/)

In addition to achieving these 4 evaluation objectives, a future strategy for IFAD to integrate ICT within its projects has been proposed in this report to help IFAD consolidate the benefits from ENRAP I and ENRAP II projects, and to continue the momentum of ICT-enabled development in the region. The note “Moving Ahead: A Suggested Approach to Using ICTs within IFAD Projects” presented in Section 6 would be of use to ongoing and new IFAD projects initiated in the region.

1.2 Evaluation Approach: Adopting a two-dimensioned model

A large number of stakeholders are involved in ENRAP project: rural poor in the project areas, IFAD-funded projects and their partners including local NGOs and local government units, national government staff involved with IFAD projects, IFAD Country Portfolio Managers, IDRC and ENRAP Secretariat, and IFAD office in Rome. To ensure that the evaluation did not lose sight of any of the project stakeholders, and to assess impact of the range of activities undertaken by ENRAP II, a two-dimensioned model was adopted for the exercise.

The first dimension of the evaluation included assessing the impact of individual interventions carried out under ENRAP II relating to: technical issues such as connectivity and computer applications; institutional capacity building; promoting communications and sharing of knowledge; and setting up of local, national and regional networks.

The second dimension of the evaluation was to assess the impact of ENRAP II activities across different levels, including within IFAD-funded projects, across IFAD projects, and impact on other stakeholders (including local government units and partners NGOs), and finally on the ultimate IFAD project beneficiaries: the rural poor.

1.3 Evaluation Methodology

The evaluation methodology included interviews and field observations; review of previous evaluation, monitoring and annual reports; project-specific literature; and websites and digital videos. This was supplemented by secondary research and analysis made by the consultant based on his previous experiences, among others, in the area of natural resources management, and setting up and managing multiple ICT-enabled knowledge networks.3

Visits were made to IFAD projects in India (ULIPH), Laos (OCISP), Philippines (CHARM) and Sri Lanka (MREAP) in addition to ENRAP Secretariat in New Delhi, India. Countries which could not be visited during the evaluation exercise: China, Nepal, Pakistan, Vietnam, the evaluation of ENRAP project in these countries was done by studying the project proposals, project reports, and other information available on the ENRAP website. Almost 90% of the documents available on the ENRAP project website (until March 2006) were printed out and reviewed. See the complete list of projects visited and people interviewed in Annex I.

The selection of ENRAP countries and projects that were visited was done in consultation with the ENRAP coordinator and IFAD office in Rome. As ENRAP supports almost 40 IFAD projects in 8 countries, the sample selection was done on the basis of several factors, including level of ENRAP activities within a country, number of new and completed ENRAP projects, English and non-English speaking countries, and mission logistics.

Interviews with IFAD project beneficiaries
On-site individual and group interviews were done with some of the beneficiaries of IFAD projects to understand their situation, capacities, resource availability, and key development needs. This

3 See http://www.VikasNath.org or Annex V to get an insight of the practical and academic experiences of the consultant who undertook the evaluation mission.
understanding was essential to gauge the relevance of activities carried out by ENRAP, and to measure their direct or indirect impact at this level. These interviews also provided an insight into the level of technology usage among the beneficiaries, and whether future projects could have direct and stronger linkages with them.

A lot of detailed village level information about the socio-economic conditions of the beneficiaries is already collected by IFAD projects as a part of village selection, intervention planning and monitoring processes and is available at project offices. The analysis of interviews with the project beneficiaries was supplemented by this secondary information.

Interviews with staff of IFAD-funded projects
One-to-one discussions were carried out with ENRAP project implementers, including with IFAD Project Directors and staff members directly involved with the implementation of ENRAP activities. Wherever possible, at least one staff member engaged with ENRAP activities was taken along while visiting the IFAD project sites to move ENRAP-related interviews away from formal office environment to field-level situation.

Interviews with ENRAP project beneficiaries
In all the countries, one-to-one and group discussions were carried out with individuals (ENRAP project staff, staff members of partner NGOs or officials from the Local Government Units) who directly benefited from one or more activities of the ENRAP II project.

Interviews with national government staff involved with IFAD projects
In Laos and Philippines, visits were made to the capital cities to interview government officials involved with IFAD projects at the national level. In both these countries, these officials had participated in some of the ENRAP activities.

Discussions with ENRAP Secretariat and IDRC officials
Discussions were carried out with the ENRAP coordinator and other staff members of the ENRAP Secretariat, with the Director of IDRC South Asia Regional Office and with the ICT4D Specialist, IDRC-Ottawa.

IFAD Field Area Visits
In each of the countries visited, at least one site was observed where IFAD projects were being carried out. This provided an opportunity to get a quick overview of the IFAD project interventions, the capacities of the IFAD project staff, the status of technology, infrastructure and natural resources available in the project areas, and the socio-economic conditions of the beneficiaries. The visits provided a reality check to activities which were proposed and those which were implemented within the ENRAP II project.
2 ENRAP II OBJECTIVES AND STAKEHOLDERS PERSPECTIVES: What is the overlap?

A key reason for IFAD to approach IDRC to implement ENRAP I was to deploy ICTs within IFAD-supported projects, and in doing so, improve effectiveness of the project through sharing of technical and project management knowledge. ENRAP II was designed to bridge the gap between increased awareness about information management and role of ICTs in this process among IFAD projects (an outcome of ENRAP I), and strengthening and deepening networking and knowledge-sharing at all levels for the benefit of rural communities.

### ENRAP II Objectives

The specific objectives of ENRAP II were four-fold:

i. Assess and strengthen, as necessary, current technical networking capacity in IFAD-funded projects;

ii. Build and expand the capacity of CBOs and rural communities in IFAD-funded project areas (including participating NGOs and line agencies) to integrate the use of electronic media into their day-to-day operations, thereby nurturing a culture of learning and knowledge sharing;

iii. Develop the following types of knowledge communities for sharing knowledge (including local and indigenous knowledge), experiences and good practices:
   - within-project networks among project stakeholders
   - national networks of IFAD-funded projects and of other collaborators
   - regional network(s) of national networks

iv. Design and test innovative technical and institutional models and prepare guidelines for IFAD-funded projects to make effective use of ICTs (pilot testing of village telecentres, and partnership with governments to build on, and demonstrate the effectiveness of, their investments in ICT at the local level).

In terms of differences with ENRAP I in proposed activity areas, ENRAP II was to move away from providing hardware solutions and connectivity towards improving communications within and across IFAD projects, staff members and partner organizations, and create knowledge networks (which use electronic media) on issues of common interest to the IFAD projects and their stakeholders at the local, national and regional level.

More importantly, as stated in the Technical Assistance Grant Document, ENRAP II should place greater focus on assisting project beneficiaries through community based organizations (CBOs), non-governmental organizations (NGOs) and government line agencies involved in IFAD-funded projects to ensure greater sustainability of activities after programme termination and wider diffusion of ICTs among participants.

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While the physical and financial achievements within ENRAP II could be presented linearly according to the various line items and interventions, it would not give an insight of the weightage or priority accorded to these activities by various stakeholders within the IFAD projects. In the following section, the learning synthesized from structured interviews and general conversations with different stakeholders on their perception about ENRAP, and what benefits they expected would accrue from this project, have been presented. It is an attempt to present the physical and financial progress of the project from the point of view of its stakeholders.

2.1 ENRAP II Activities from Stakeholders Perspective

In all projects, the perceptions and expectations change as we move from one project level to another. In the case of ENRAP too, it was not unusual for different stakeholders to view the project differently. The Table 1 below captures the perceptions and expectations of different stakeholders about the project as they started to participate in ENRAP II activities.

Table 1: Stakeholders and their Perceptions and Expectations of ENRAP II

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Perceptions and Expectations of ENRAP II</th>
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<tbody>
<tr>
<td><strong>IFAD Rome</strong></td>
<td>Improve communications and information sharing culture between IFAD projects in terms of exchanging information on key learnings and experiences about good practices.</td>
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<td></td>
<td>Develop knowledge networks at all levels using electronic media between and across IFAD project to improve substantive knowledge about integrated rural development.</td>
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<td><strong>National Government Staff involved with IFAD projects</strong></td>
<td>Help in using ICTs for improving project management skills between ongoing IFAD projects.</td>
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<td></td>
<td>Tool for exchanging information and imparting training on project management and obligatory IFAD reporting requirements to Project Directors and PMU staff of new IFAD projects (for better monitoring and reporting).</td>
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<td></td>
<td>Create soft infrastructure in the project area: IT trained personnel, connectivity and IT infrastructure.</td>
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<td></td>
<td>Provide internet connectivity to all the projects offices.</td>
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<td><strong>IFAD Project Directors and Staff Members coordinating ENRAP activity within the project</strong></td>
<td>Provide internet connectivity and LAN within the project offices.</td>
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<td>Fund innovative projects which were not planned before or for which funds are unavailable from IFAD core budget.</td>
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<td></td>
<td>Aid in better documentation and dissemination of learnings in the final stages of the project.</td>
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<td>Help obtain external technical advice and suggestions in some of the intervention areas (not limited to advice from other IFAD projects or in ICT for development areas only).</td>
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<td></td>
<td><strong>Build capacities of local IFAD project partners, namely local government units and NGOs.</strong></td>
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<td>Stakeholder</td>
<td>Benefit</td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>--------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| IFAD Project Staff                  | Enable training on various computer applications for better packaging of case studies and other presentation material  
|                                    | Lead to the learning of new skills, training on process documentation and preparing digital video documentaries  
|                                    | Means to upgrade subject knowledge which can then be conveyed to NGO partners and beneficiaries at the field level  
|                                    | Means to get external technical advice and new ideas which can then be implemented  |
| IFAD Project Beneficiaries          | Enhance farm productivity and household income  
|                                    | Diversify their sources of incomes  
|                                    | Give new ideas and support them in their occupation  |
| ENRAP Secretariat                   | Build technical capacities of IFAD projects to improve documentation and sharing of knowledge using ICTs  
|                                    | Lead to projects relating to use of ICTs and for which there is an expressed demand  
|                                    | Create avenues to promote sharing of information within and across IFAD projects  |

**Note:** The points marked in **Bold** in the table above indicate perceptions which are unique to that particular category of stakeholders.

From the above table, it is evident that the various stakeholders perceive ENRAP II project differently. The important observation is that while many of these perceptions overlap with those of some other stakeholder group, each group also has some unique and valid expectations which are not perceived by other groups. This is acceptable as each of the stakeholder groups functions in different conditions and has a different objective to meet within the IFAD project.

Thus ENRAP (or any other future ICT for development project) has to continue adopting a multi-stakeholder approach whereby its activities provide some benefits to each of the stakeholders so as to get their commitments and support for the overall project. However, a careful balance needs to be achieved by the ENRAP secretariat to ensure that they do not deviate significantly from the overall project goal and objectives when trying to meet these individual expectations, and also that no targeted stakeholder group gets overlooked by expectations of more dominant stakeholders.

Based on the stakeholders’ analysis, their perceptions and expectations of the project can be divided into **seven** broad areas. These are:

1. Provide connectivity and build technical infrastructure
2. Improve project management and reporting skills using electronic tools
iii. Lead to human resources and capacity development (of project staff, partner organizations and beneficiaries)
iv. Act as a platform to seek technical advice, new ideas and answers to queries
v. Improve documentation, and production and packaging of awareness raising and presentation material
vi. Support project activities, especially relating to livelihoods improvement and diversification
vii. Help to carry out innovations within IFAD project line-items using ICTs

2.2 Comparing ENRAP II Objectives with Stakeholders Perceptions

There exists a very healthy overlap between the ENRAP II project objectives and the perceptions of the stakeholders. See Table 2 which matches the stakeholders’ perspectives with the corresponding 4 objectives of ENRAP II. This close match indicates that the project design takes into account the multi-stakeholder perspectives, and can fulfil some of the expressed needs of the stakeholders.

Table 2: Matching ENRAP II Project Objectives with Stakeholders’ Perceptions

<table>
<thead>
<tr>
<th>ENRAP II Project Objectives</th>
<th>Stakeholders’ Perceptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Assess and strengthen technical networking capacity within IFAD-funded projects (improving internet access, software and technical training, demonstration and awareness building)</td>
<td>Provide connectivity and build technical Infrastructure</td>
</tr>
<tr>
<td></td>
<td>Improve documentation, and production and packaging of awareness raising and presentation material</td>
</tr>
<tr>
<td>2. Build the capacity of community based organizations and rural communities to integrate the use of electronic media into their day-to-day operations, and thereby promoting the culture of knowledge sharing</td>
<td>Lead to human resources and capacity development (of project staff, partner organizations and beneficiaries)</td>
</tr>
<tr>
<td></td>
<td>Improve documentation, and production and packaging of awareness raising and presentation material</td>
</tr>
<tr>
<td>3. Develop the following types of knowledge communities for sharing knowledge, experiences and good practices:</td>
<td>Act as a platform to seek technical advice, new ideas and answers to queries</td>
</tr>
<tr>
<td>Within-project networks among stakeholders</td>
<td></td>
</tr>
<tr>
<td>National networks of IFAD-funded projects and those of other collaborators</td>
<td></td>
</tr>
<tr>
<td>Regional networks of national networks</td>
<td></td>
</tr>
<tr>
<td>4. Design and test innovative technical and institutional models and prepare guidelines for IFAD funded projects to make effective use of ICTs.</td>
<td>Support project activities, especially relating to livelihoods improvement and diversification</td>
</tr>
<tr>
<td></td>
<td>Help to carry out innovations using ICTs</td>
</tr>
</tbody>
</table>

From Table 1 and 2, we can identify two significant areas where only weak overlaps between ENRAP II project objectives and stated expectations of stakeholders: 1) the support of ENRAP II for improvement of project management and reporting skills via electronic media expressed by
the National Government Staff involved with IFAD projects, and 2) creating strong networks within and across IFAD projects in ENRAP. Both these points are discussed in detail in the section below.

2.3 Focus on use of ICTs for Improved Project Management and Reporting

In the current project design, ENRAP II lacks the focus on use of electronic media to improve and share project management skills and experiences. Project management includes a range of activities: periodic planning of physical and financial activities, selection of partner organizations, hiring of qualified personnel and assigning of responsibilities, internal training and staff development, internal progress monitoring and timely external reporting. This is an area where IFAD Project Directors can learn from each other, or where the new directors can learn from more experienced Project Directors of older or completed IFAD projects, starting from the national level.

ICTs can support project-management related exchanges by creating electronic channels, online modules, or archives of frequently asked questions (FAQs) which supplements face-to-face meetings and training programme by providing verified information at all times on:

- types of contracts or language of MoUs to be signed with external sub-contractors,
- process of setting up and registering tax-friendly companies within the projects,
- background qualifications of personnel to be hired for the project,
- Management Information System (MIS) most suited for the project,
- training centres and training courses which would be useful for IFAD staff, and
- local government offices with whom strategic linkages should be established in course of IFAD project duration.

During the project implementation phase ENRAP II correctly identified this gap, and made some attempts to bridge this missing gap through select interventions, namely national meetings and regional workshops which provided the first opportunity for many project directors to meet with directors of other IFAD projects in the country, and through the creation of an electronic community of Monitoring and Evaluation (M&E) personnel within IFAD projects (see section 4.4.1). It would have been more useful if this activity was inserted as one of the ENRAP II objectives so that greater emphasis (and financial allocation) would have been given to creating stronger and continuous linkages among IFAD project directors to supplement their occasional face-to-face meetings, and their interactions with national government staff involved with IFAD projects. An immediate benefit of planned and regular interventions at this level would be of: enhancing the culture and practice of sharing information at the top-management level within IFAD projects so that knowledge networking is further looked upon as a positive and supporting activity rather than as a distraction from core project activities.

2.4 Experience-Sharing and Networking Within and Across IFAD Projects

Another interesting observation from Table 2 is that the idea of networking between projects, as expressed in the initial ENRAP II project document, is not perceived in the same way by the stakeholders, all of whom have nevertheless expressed a need to connect with others. (on viewing ENRAP as a ‘Platform to seek technical advice, new ideas and answers to queries’ see Section 2.1 and point (iv) of seven broad expectations)

The strongest advocates for creating networks between IFAD projects (outside of IFAD and ENRAP secretariat) proved to be the government staff based in the capitals and who are involved with IFAD projects. The idea was to allow transfer of information for better reporting and improved project management skills within the projects. It was felt that for all new IFAD projects the project staff, namely the project director, the M&E personnel and other PMU staff, have to learn from scratch how to conduct a Participatory Impact Assessment -PIA, (for instance, do all the listed steps have to be followed or which steps are the most relevant), or how to create a regular reporting MIS within the project, or how to carry out the village data collection exercise, or the...
formats to be used and so on. These issues could be avoided if such information was to be documented (including via digital videos) and exchanged from older projects to new projects. The national government staff stated the need for these IFAD projects to be connected via internet to their offices so that they can monitor them better and are regularly aware about their financial progress against the budget.

The need to get more information, technical knowledge and exchange experiences externally was expressed by other stakeholders as well. But what did not emerge in common was with whom they wished to interact?

Each category of stakeholders had different ideas with whom to establish linkages. For instance, some of the IFAD field staff in India and Philippines expressed views about interacting with agricultural universities and research centres set up within them. In Laos, suggestions were made by PMU staff on interaction with other NGOs and ongoing projects of inWent. In Philippines, some of the PMU staff expressed interest in maintaining continuous linkages with the local public and private radio stations and with communication units within government agricultural departments. In Sri Lanka, the project director and technical specialists expressed need to link up with private companies which could support setting up of small and medium enterprises (SMEs) in the project areas and assure of buyback arrangements of the final product. Some of the more progressive farmers in Philippines expressed the desire to link up with organizers of agricultural fairs and exhibitions and certifiers of organic farm produce, so that they can greater income for their farm products.

In short, there is no dearth of groups with which project stakeholders wanted to link up with, and which they assume would be useful for them to gain new and timely information. Other IFAD projects were mentioned as an important source for information by PMU level staff, especially those who had participated in one of the ENRAP activities. But on the overall, establishing linkages with other IFAD projects was not given any special weightage or an immediate priority by most categories of stakeholders. They viewed other IFAD projects as one of the many nodes which could be brought into the knowledge network for exchanging information.

Thus there is a need to rethink the kinds of networks envisaged within ENRAP II for IFAD projects. Several reasons exist at the level of project directors and the M&E staff to enter into a closed networking arrangement with their counterparts in other IFAD projects. However, for other levels, and for issues that go beyond project management, fulfilling IFAD-specific reporting obligations forms and better reporting, the knowledge networking configuration has to be changed. Substantive efforts and greater project-level involvement is required to identify strategic partners based on the needs analysis, perception mapping and better understanding of local information network of the stakeholders. This has to be followed by designing incentives and mechanisms which will ensure robust participation of the desired partners in these networks. Once this is achieved, it will ensure that there are adequate reasons and incentives for members to network, which are not limited to simply sharing the same funding agency: IFAD

Important: The report does not suggest that IFAD projects should not be networked together electronically. Instead it recommends a different networking configuration: one which opens up the network to bring in strategic, external (non-IFAD) partners who can enhance the value of networking by (i) providing access to knowledge which is in demand but is not available within IFAD projects and (ii) by proposing solutions and suggestions which may be more relevant than those provided by other IFAD projects.

In short, the current networking configuration misses out the fact that bringing together only IFAD projects in a country may not offer the critical knowledge pool to provide appropriate solutions to all the queries posed, and a lot of knowledge is available locally, but outside of IFAD projects which should be captured for the benefit of IFAD projects themselves. And ICTs offers the low-cost and easiest option for knowledge networks to cut across organizational and affiliation barriers to capture intelligence wherever it exists. For example staff members within several IFAD
projects were interested in knowing about different types of companies and federations that could be registered among the project beneficiaries. As only a few IFAD projects had experience in the same, they may not be able to provide the best or even the correct answer to this query and hence the need to open up this network to strategic partners, such as chartered accountants or entrepreneurial development institutes who are more likely to provide an appropriate answer.

A good example of this kind of networking would be the “Solution Exchange” created by UNDP in India\(^6\), which runs several thematic communities on issues such as work and employment, gender, environment and food security. Lots of efforts in creating these communities was expended during the pre-networking phase, in identifying strategic partners whose participation would be of essence to guarantee a threshold pool of intelligence before opening up these individual networks for responding to queries and proposing solutions to problems posed.

\(^6\) See [http://www.solutionexchange-un.net.in/index.htm](http://www.solutionexchange-un.net.in/index.htm)
3 REVIEW OF PHYSICAL AND FINANCIAL ACHIEVEMENTS

On reviewing several of the projects supported by ENRAP II, the interventions can be broadly divided into five categories:

- Building IT infrastructure and providing connectivity
- Documentation and sharing of knowledge within IFAD projects
- External trainings and exposure visits
- National and regional meetings and experience-sharing workshops
- Supporting website development

Each of these interventions, including countries and IFAD projects where these were carried out and the financial expenses incurred are described in the subsequent sections.

As per the Technical Design Document\(^7\), the total 3 years budget set aside for ENRAP II amounted to USD 1.615 million, of which IFAD provides USD 1,000,000 and IDRC contributes USD 287,000 to cover training/workshop expenses, TA and professional staff, while the share of various IFAD-funded projects in the region amounts to USD 328 000 to be used mainly for the purchase of equipment and training and workshop participation. The Chart A gives a rough sketch of financial support provided by ENRAP II along these five categories of interventions.

Chart A: Break-up of Financial Expenditure along the 5 categories of interventions

Financial Figures are in Canadian Dollars

<table>
<thead>
<tr>
<th>Category</th>
<th>Financial Figure</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT Infrastructure &amp; Connectivity</td>
<td>22900</td>
<td>5%</td>
</tr>
<tr>
<td>Documentation &amp; Sharing of Knowledge</td>
<td>86890</td>
<td>18%</td>
</tr>
<tr>
<td>External Trainings &amp; Exposure Visits</td>
<td>164713</td>
<td>34%</td>
</tr>
<tr>
<td>National and Regional Meetings</td>
<td>150542</td>
<td>31%</td>
</tr>
<tr>
<td>Supporting Website Development</td>
<td>59111</td>
<td>12%</td>
</tr>
</tbody>
</table>

Note 1: This chart was first prepared using the master list of ENRAP activities and financial support, provided to the consultant, by the ENRAP Secretariat for contracts handed out between July 2003 and March 2006. See Annex IV for Financial Figures are in Canadian Dollars.

\(^7\) Report and Recommendation of the President to the Executive Board on a proposed “Technical Assistance Grant to the International Development Research Centre for the Programme for Electronic Networking for Rural Asia / Pacific (ENRAP) Projects- Phase II. [http://www.ifad.org/gbdocs/eb/75/e/EB-2002-75-R-29.pdf](http://www.ifad.org/gbdocs/eb/75/e/EB-2002-75-R-29.pdf)
this master list of ENRAP II Projects and Financial Contracts. It was later modified by the ENRAP secretariat based on the latest financial figures that became available to them. Similarly all financial figures presented in this Section 3 are based on the revised figures suggested to the consultant by the ENRAP secretariat, and not the master list presented in Annex IV, though there is a close match between the two.

Note 2: The figures do not include ENRAP Secretariat related expenditure and the salaries of local facilitators engaged in China, India, and Laos. They are simply the total expenses based on project-specific proposals approved by the ENRAP Secretariat.

From the chart above, one can get a quick overview of how the ENRAP II grant was utilized. Expenditure on providing IT infrastructure and connectivity constituted a modest 18% of the project spending. When compared to others, this remains an important but not the dominant activity within ENRAP II, and rightly so, as the project is expected to move beyond hardware and connectivity solutions to improving communications via training on better documentation and sharing of knowledge, which constituted 31% of the total spending. Organizing face to face national and regional meetings being an expensive proposition consumed 34% of the financial resources while exposure visits and trainings, and supporting website development used up 12% and 5% of the financial resources respectively. Summing up, the total expenditure on approved project proposal amounts to CAD 484,156 (approx USD 435,000). The figure does not include salaries, costs of local facilitators (in Laos, China and India) and other expenses.

3.1 ENRAP II Activity: Building IT infrastructure and providing connectivity

ENRAP provided support to several IFAD projects to help them build IT infrastructure and to improve connectivity within project offices and to the internet.

Table 3 provides an overview of IFAD projects which benefited from this intervention. It should be noted that some of these projects were largely carried out through ENRAP funds (for instance in Laos) whereas for others ENRAP contributed only a part of the total costs.

There is no disagreement that to ensure project efficiency and to initiate even the most basic ICT-enabled knowledge networking, quick and timely exchange of information is required, and all IFAD projects should be equipped with computers, trained IT professionals and internet connectivity, starting from the PMU level and going on to the field offices. However, IT infrastructure is not equally well-developed across IFAD projects. While the CHARM project office (Philippines) has internet set-up via Wi-Fi which is available at all times, the OCISP project (Laos) only had an expensive dial-up internet connection to rely on at PMU level. In fact, the level of connectivity within IFAD project offices was largely seen as a reflection of the kind of internet connectivity and ISP providers available at the national level. Therefore different types and scales of interventions are required to bring connectivity within IFAD projects.

Table 3: Overview of ENRAP II support for “Building IT infrastructure and providing connectivity”

<table>
<thead>
<tr>
<th>Country</th>
<th>IFAD Projects</th>
<th>Project Focus</th>
<th>Financial Support (Canadian Dollars)</th>
<th>Observations</th>
</tr>
</thead>
<tbody>
<tr>
<td>India</td>
<td>Uttranchal Livelihoods Improvement Project for the Himalayas (ULIPH)</td>
<td>Study on feasibility of wireless connectivity in one of the mountainous project areas</td>
<td>4,110</td>
<td>No projects / activities followed from the study (based on interviews with ULIPH staff)</td>
</tr>
<tr>
<td>Laos</td>
<td>Odoumxay</td>
<td>Supporting</td>
<td>33,700</td>
<td>LAN was found to be not</td>
</tr>
<tr>
<td>Country</td>
<td>Program Description</td>
<td>Cost (USD)</td>
<td>Notes</td>
<td></td>
</tr>
<tr>
<td>--------------</td>
<td>--------------------------------------------------------------------------------------</td>
<td>------------</td>
<td>----------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Community Initiatives Support Project (OCISP), Sayaboury projects and DIFI</td>
<td>Connectivity for knowledge networking between IFAD projects Support in design of electronic connectivity for Laos projects</td>
<td>8,500</td>
<td>Dedicated emails were not created. Dedicated internet account could not be established due to high costs. (based on site visit)</td>
<td></td>
</tr>
<tr>
<td>Northern Mindanao Community Initiatives and Resource Management Project (NMCIREMP)</td>
<td>Arterial ICT to connect Project Facilitation Office with provincial and municipality-level project offices.</td>
<td>16,400</td>
<td>The project was able to connect 6 of the 42 municipal project offices via VSAT (based on interviews with project staff)</td>
<td></td>
</tr>
<tr>
<td>DASP</td>
<td>Equipment for connectivity Equipment Study on benefits of internet connectivity to Chilas within NADP project area</td>
<td>6,300</td>
<td>Equipment was purchased to improve training and communication capacity of the projects (based on ENRAP project report)</td>
<td></td>
</tr>
<tr>
<td>South FATA</td>
<td></td>
<td>4,600</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NADP</td>
<td></td>
<td>3,700</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Matale Regional Economic Advancement Project (MREAP)</td>
<td>Establishment of LAN with dedicated internet and email account facilities</td>
<td>6,900</td>
<td>LAN is functional. Correspondence is done through <a href="mailto:staffname@mreap.org">staffname@mreap.org</a> email addresses. Internet is available at all computer terminals. (based on site visit)</td>
<td></td>
</tr>
<tr>
<td>NEPAL</td>
<td>Support to LAN Connectivity for remote field offices</td>
<td>1,280</td>
<td>Due to the escalating conflict situation, support activities were modified several times and some of them are extremely delayed (comments from ENRAP Coordinator)</td>
<td></td>
</tr>
<tr>
<td>WUPAP</td>
<td></td>
<td>1,400</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL COST**: 86,890

The immediate outcome of ENRAP interventions was two-fold:

1. Some of the projects were able to establish local area networks, establish high-speed internet connectivity, and immediately improve the usage of email and sharing of documents among staff members.
For instance, the MREAP project in Sri Lanka used ENRAP II support for the purchase of a server and switchboard to create a local area network (LAN). They leveraged this with the project’s internal resources to graduate from dial-up connectivity in one terminal to a leased internet line connected to the LAN and which provided internet connectivity to all the project staff. The project quickly created dedicated emails (staffname@mreap.org) for the project and office support staff, and this lead to increased communication via emails and sharing of documents and information electronically.

2. Other projects were able to set up wide area networks between their various project offices and provide them with basic internet connectivity.

For instance, the NMCIREMP project in Philippines used supporting funds from ENRAP to set up arterial connectivity among the municipal project offices. It was able to provide up to three computers in six municipality offices and connect them to the internet via VSAT dish. The objective was to improve communications with remote project offices and to expedite the sending of periodic reports to the project management office. Six municipal offices, five provincial offices and fourteen operation NGOs (which already had internet access before) are now able to share data electronically with the project management office. The underlying idea was to leverage ENRAP funds provided to demonstrate the benefits of internet access to the municipal project offices.

And in some cases, ENRAP II support did not achieve the objectives set forth at the beginning.

In case of Laos ENRAP II gave support to improve connectivity for better knowledge sharing and networking among IFAD projects (OCISP and Sayaboury). However, at the time of the site visit to OCISP in Laos, the LAN was not functional. The computer designated as the server for LAN was found to be removed from the configuration. Incidentally, the proposal sent to ENRAP II also included the one-time cost of installing a broadband connection to the PMUs via LAN. However, the cost of installing broadband (USD 1040) was underestimated, and after purchase of servers, computers and other equipment there were no funds left to provide broadband access. The PMU at the OCISP was found to be connected to the internet via dial-up, and the connectivity was available for up to two hours a day, which was also the case before ENRAP II intervention. Further, the technical capacity to manage LAN and troubleshoot LAN related issues was found to be missing within the team, and there did not seem to be any internal initiative to use the LAN effectively for archiving reports or sharing documents.

Apart from supporting physical activities, ENRAP II also financed two studies on establishing internet connectivity at the project sites. In Pakistan, ENRAP II funded a study on the benefits of internet connectivity to the Chilas within the NADP project area. In India (ULIPH) ENRAP II funded a study (and conducted a workshop) to assess the feasibility of setting up wireless connectivity in a part of the project area via Wi-Fi. However there was no physical outcome in terms of any project or immediate plans to implement Wi-Fi in the ULIPH project area. The reason cited is that the Uttarakhand State Government is exploring implementation of Wi-Max in the region and which may make the use of Wi-Fi redundant.

3.1.1 Important Findings and Lessons

Providing or improving internet connectivity for IFAD projects was found to be a key area of intervention for ENRAP II. In this context there are 2 contentious issues:

1. Should ENRAP be responsible for providing connectivity within an IFAD project or should it only work with those IFAD projects which are already well-connected to the internet, at least at the PMU level?
2. Should the funding for this activity come from the ENRAP II budget or from the regular IFAD budget?
From site visits and an analysis of capacity of ENRAP Secretariat to monitor technical projects it was felt that ENRAP II activities should have only included those IFAD projects which have an established LAN and where the PMUs have a reliable access to the internet (say, at least 4 hours a day). This would have made the ENRAP II projects more homogeneous in terms of technical infrastructure required for enhanced sharing of information and for building national or regional knowledge networks and electronic communities of practice.

In cases where ENRAP’s involvement in providing connectivity to IFAD projects is unavoidable, it should first estimate the cost of providing a high-speed internet access at the PMU or district level offices and review whether the projects can absorb these costs at the current technology levels. If this is so, and where it is evident that the lack of local network or supplementary funding is the only reason which is preventing project staff from getting connected to the internet, then ENRAP should fund the establishment of LAN and purchase of server and routers. This was done under ENRAP II project: in all connectivity proposals made to ENRAP II, the IFAD projects had to provide a justification why they could not use project funds and all support provided via ENRAP II was on a contributory basis.

But for projects where reliable internet access is costly and the internal IT infrastructure is not well developed, ENRAP should not be engaged in providing connectivity and building IT infrastructure. This is because it may lack the funds to provide IT infrastructure at all places, and also the technical expertise and time to judge the strength of each of the project proposals, and to monitor these projects and carry them to the stage when they have a relatively well-developed IT infrastructure. Further, these activities spread the focus of ENRAP II activities too thin and into areas where the expertise may not (and is not expected to) reside within the ENRAP II secretariat.

**Note:** This does not mean that such projects should not benefit from getting connected and not be candidates for external financial and technical support. In the absence of other well-developed infrastructure such as roads, there is all the more reason to help these projects build their IT infrastructure. But the way ENRAP II has been designed, an effort has been made to move away from providing hardware solutions. Therefore either a new program should be created which focuses solely on IT infrastructure, hardware and connectivity issues, or financing for the same should be absorbed within the core IFAD project budget. However in both cases it is important to rely on external technical experts who can review the solutions proposed and accurately estimate their cost.

Thus within the connectivity sphere, ENRAP II should have restricted itself to projects possessing threshold level of connectivity, and progressively moving towards building technical networking capacities of IFAD projects via actual exercises or training programmes on how to use the LAN more effectively, and how projects could initiate systematic posting, sharing and archiving of information via LAN. At present, in all the projects visited, expertise and ideas in putting the LAN to effective use and fitting them into the wider model of knowledge sharing were found to be lacking. Conducting local-level trainings or developing training modules on information sharing via LANs would aid better documentation and sharing of knowledge, and would also improve collection and storing of physical and financial data from different project offices for producing the mandatory reports within the IFAD project.

In the absence of such training and specific activities which are tied to the use of the LAN, there is a greater likelihood that the LAN will remain underused or not used at all, as was found to be the case in OCISP in Laos. It should be noted that there is usually a time period of six to nine months from the installation of LAN to systematization of information flows within an organization in a manner which fully harnesses the new sharing and archiving opportunities opened up by it. Thus LAN installation and training on using of LANs should be initiated as early in the project phase as possible. When such activities are initiated in the second/third year of the project then not much time remains to develop and institutionalize higher order LAN-based networking activities.
3.2 ENRAP II Activity: Documentation and sharing of knowledge within IFAD projects

ENRAP II supported several training programmes to strengthen the writing skills within the IFAD projects. The training programmes were aimed at improving documentation of experiences, best practices and lessons learnt by the staff members, and to help them improve their report writing skills. In the initial phase, the focus of ENRAP II was on strengthening the writing skills of the IFAD project staff due to large number of requests received from IFAD projects for such trainings. But in the later phase it carried out demonstrations on the use of digital video as a documentation tool which met with an enthusiastic response from several IFAD projects, and this activity was then developed and conducted on a larger scale. See Table 4 for an overview of ENRAP-supported interventions in this area.

Table 4: Overview of ENRAP II support for “Documentation and sharing of knowledge within IFAD projects”

<table>
<thead>
<tr>
<th>Country</th>
<th>IFAD Projects</th>
<th>Project Focus</th>
<th>Financial Support (Canadian Dollars)</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>3 IFAD projects in Anhui, Guangxi and Ningxia provinces</td>
<td>Strengthening knowledge sharing capacity to assist effective, timely and user friendly communication</td>
<td>21,200</td>
</tr>
<tr>
<td></td>
<td>NERCRMP, CTDP and SEWA</td>
<td>Video documentation of the projects</td>
<td>15,000</td>
</tr>
<tr>
<td></td>
<td>NERCRMP and SEWA</td>
<td>Digital Video training</td>
<td>10,000</td>
</tr>
<tr>
<td></td>
<td>NERCRMP</td>
<td>Systematization technique of documentation at field level</td>
<td>2,800</td>
</tr>
<tr>
<td>India</td>
<td>OCISP and Sayaboury projects</td>
<td>Training on documentation and writing skills for project staff</td>
<td>11,250</td>
</tr>
<tr>
<td></td>
<td>OCISP</td>
<td>Training on digital video documentation</td>
<td>8,187</td>
</tr>
<tr>
<td>Laos</td>
<td>OCISP and Sayaboury projects</td>
<td>Training on documentation and writing skills for project staff</td>
<td>11,250</td>
</tr>
<tr>
<td></td>
<td>OCISP</td>
<td>Training on digital video documentation</td>
<td>8,187</td>
</tr>
<tr>
<td>Nepal</td>
<td>Western Uplands Poverty Alleviation Project (WUPAP)</td>
<td>Training on GIS, internet, email and writing skills for office staff</td>
<td>19,500</td>
</tr>
<tr>
<td></td>
<td>WUPAP and LFLP</td>
<td>Training on digital video documentation</td>
<td>7,520</td>
</tr>
<tr>
<td>Pakistan</td>
<td>BVDP</td>
<td>Web use and writing skills training</td>
<td>950</td>
</tr>
<tr>
<td></td>
<td>SFATA</td>
<td>Training on basic ICT skills</td>
<td>3,700</td>
</tr>
<tr>
<td>Philippines</td>
<td>CHARM</td>
<td>Documenting and sharing best practices with various users</td>
<td>18,525</td>
</tr>
<tr>
<td></td>
<td>NMCIREMP</td>
<td>Training for internet use,</td>
<td>7,800</td>
</tr>
</tbody>
</table>
network admin, database admin, website development and documentation skills

<table>
<thead>
<tr>
<th>Country</th>
<th>Program</th>
<th>Training Focus</th>
<th>Cost (in 5,000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sri Lanka</td>
<td>MREAP</td>
<td>Training on digital video documentation</td>
<td>5,000</td>
</tr>
<tr>
<td>Vietnam</td>
<td>Ha Tinh Rural Development Project (HRDP)</td>
<td>Improving skills for project formulation, writing reports on project impacts and lessons learnt</td>
<td>9,710</td>
</tr>
<tr>
<td></td>
<td>HRDP, RIDP and DPRP</td>
<td>Documenting and sharing of IFAD experience with decentralization in Vietnam</td>
<td>9,400</td>
</tr>
<tr>
<td></td>
<td></td>
<td>TOTAL COST</td>
<td>150,542</td>
</tr>
</tbody>
</table>

The training programs on writing skills were very effective, as they included local trainers and were conducted in local settings, which allowed more participants to benefit from them. While case studies were being written by IFAD project staff members even prior to these trainings, an immediate benefit was that they provided a professional touch to the documented material. The case studies produced were better drafted, edited and formatted. Many of these case studies were also available in the CD format along with other presentation material and are proof of effective generation of local content via ICTs through ENRAP II.

For instance, in the CHARM project in Philippines, ENRAP II supported a documentation workshop where participants were given training on writing case studies on best practices and lessons learnt, and also on video documentation. The training was conducted by resource persons from the Agricultural Training Institute -National Training Centre (ATI-NAC) in the Cordillera Administrative Region (CAR), Philippines. Twenty-five participants (sixteen women and nine men) from implementing agencies and local government units (twelve officials) involved with CHARM benefited from this training. An immediate outcome of this workshop was that almost forty documents were produced in the narrative report and brochure format. In addition, five video documentations were also produced. At the end of the training, an initial set of thirty self-executing CDs were prepared which included all the case-studies and the video documents, and incorporated the relevant programmes required to view the case-studies and videos. Electronic copies of the same were also made available to government officials, including those at the municipality level.

In Vietnam, ENRAP supported the training of thirty five staff members of HRDP on documentation and writing skills. The services of four of these staff members were later employed for another ENRAP-supported project on documenting and sharing IFAD’s experience with decentralization in Vietnam.

3.2.1 Digital Video Documentation

Based on the needs of the project staff to develop skills in visual documentation, ENRAP II supported several training programmes of up to ten days duration, whereby the services of an external trainer were employed to train project staff. From Table 4 one can observe that for most

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8 See for instance the CD-Rom titled « Documentation of Best Practices and Lessons Learned » produced by the CHARM project in the Philippines.
projects, training on video documentation was separate from the training given on developing writing skills.

Over fifty people from IFAD-funded projects and their partners in India, Laos, Philippines, Nepal and Sri Lanka benefited from this activity. In the case of Nepal and Philippines the training on digital documentation was provided by a local trainer. In some countries local trainers from mass media universities were also given training on digital video documentation. A regional workshop on digital videos conducted in Colombo, Sri Lanka in March 2006 brought together several participants to share their experiences on digital videos, the problems faced and plans for the future.

The objective of training was to promote widespread use of digital video as a development tool to capture impact of IFAD projects and document village level success stories. As these tools are not text-based they can document learnings in locally spoken languages, making them more suitable for use locally. A tiered training on digital video documentation was carried out. In the initial phase of training, the IFAD projects became exposed to this new technique for documenting processes and sharing learnings. In later phases they actually started to use this technique to shoot digital videos in their own project settings and with their own storylines. Training was provided on all aspects of video production, including camera work, scripting, sound and text overlays and editing.

This intervention was very effective as it was a totally new experience for most projects and they found the visual aspect of this technique to be very useful for preparing case-studies and documenting the impact of the project interventions. Further as this technology is becoming more mature and cheaper it can be deployed more easily in field level conditions. As a consequence of these trainings, several projects developed the confidence to create their own digital videos or were more involved in the process where an external person was hired to shoot or edit the videos. ENRAP also created a discussion list on digital video on yahogroups.com which is open to participants who have been trained on digital video documentation under ENRAP II activities and has currently 36 members.9

An area where ENRAP should explore use of digital documentation is for capturing entry-level and institutional building activities taken up at the village level, and the selection process of partner organizations: this would substantially help in documenting information which is useful for project management and can be shared with other IFAD projects. For instance in the ULIPH project, one could observe the detailed information gathered by the project staff during the phase of village selections through village level meeting and via secondary sources. This information was later analysed and reviewed within internal meetings and those with partner NGOs to shortlist villages in which the project activities would be carried out. Documentation of such activities would be useful to give as much emphasis on development processes as much as outcome, and to help maintain continuity as some projects had a high field staff turnover, and such information would also be useful for other IFAD projects in the start-up phase.

3.2.2 Important Findings and Lessons

Training of such kinds which are intensive and focus on specific-objectives, involve use of local trainers, encourage participation of staff from local government units, result in production of new knowledge products in their final form at the end of the training, and even their distribution in a variety of format are very useful. They build individual skills, encourage building of local networks, and the output of these trainings themselves generate a lot of new and well-packaged local content, ready for distribution electronically. Such kinds of trainings and production of well-written

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9 See [http://groups.yahoo.com/group/enrapvideo/](http://groups.yahoo.com/group/enrapvideo/)
and professionally packaged documentation would not have been possible without the support of ENRAP II.

While several projects had captured a lot of digital footage it was not yet in the final form where it could be distributed and used professionally. Given the fact that many of projects now possessed cameras, software, hardware and adequate skills, it was felt that more complete digital video products should have been produced and their uses documented so as to fully justify the benefits from these trainings and to complete the process of conceptualizing and producing digital videos to their wider broadcasting. ENRAP should hold some monitoring control to ensure that the momentum towards digital video documentation does not wane after the training is concluded but remains until the final product is produced and disseminated. As investment in digital video equipment is now affordable for large-sized projects such as IFAD, projects participating in digital video documentation trainings should commit themselves to purchasing the necessary equipment if they wish to continue benefiting from ENRAP II support for this activity, and the absence of equipment should not be seen as the only reason why more completed products could not be produced.

Most of the IFAD projects visited had some documentation of project learnings, either as case studies, digital videos, training material either on CDs, in digital files, or in print form. All the projects visited, except for CHARM project in Philippines, lacked a dissemination strategy or even a comprehensive mailing list, for instance to whom should this material be sent? Are they being regularly sent to local government units, agriculture training institutes and to other government departments, or if they are being sent to other NGOs/projects working in their local area or nationally, or if they were being sent to other IFAD projects, or if they were directly uploading it to their website, or even the ENRAP website? The answer in most cases was a “no” as the dissemination was on an “ad-hoc” basis. Only in the case of CHARM (Philippines), it was found that the CDs produced by the project were sent to government departments even in those municipalities where there were no IFAD activities ongoing. In most cases there were no weblinks in IFAD project and other national websites from where this documentation material could be downloaded, and those which were available were mostly via the ENRAP website.

ENRAP needs to seize this opportunity whereby IFAD projects are generating local content and presentation material, to develop local and even national networks, and which go even beyond IFAD projects. A small beginning should be made to include other NGOs, relevant government departments such as agriculture extension units or communication units, enthusiastic government officials agricultural extensionists, local universities, relevant research institutions, local trainers and even progressive farmers who may find this local content useful, and can use it for their own extension activities or forward them within their own local networks for wider dissemination. For instance, in Philippines, the Department of Agriculture (Cordillere Administrative Region) publishes their own short crop guides, for instance on okra, brinjals, and some of the good case-studies produced by CHARM could be included in these publications and could piggy back on this new and locally relevant dissemination channel. ENRAP secretariat should explore networks at its own level (CGIAR, ICRISAT, IWMI, World Agroforestry Centres, WAICENT), which may find such publications useful, and may result in additional benefits or support to these projects.

A robust dissemination strategy and mailing list will ensure that the projects are able to better disseminate their experiences and local knowledge, for instance on agro-processing, or certification of agriculture produce, or on registering of SMEs, or about new agricultural

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techniques for which there will always be a demand, from other farmers within the project area and beyond. A wider dissemination network will also help them forge new partnerships with government offices and other organizations, to open up new avenues for getting technical and financial support, and to identify trained and enthusiastic local specialists who could be used within the project for providing trainings or consultations.

Lastly, there should be more focus on training of local trainers, and making use of organizations and documentation trainers available within the country in a phasing-in manner. For instance, in Laos, as recommended by the external digital video trainer himself, NGOs such as PADECT, based in Vientiane which conducts similar trainings on digital video documentation should be brought in as they can provide training in local languages and also open up opportunities for future collaboration\textsuperscript{12}. In Philippines, the National University of Philippines has faculty members giving training on broadcasting who could be weaved into some form of a strategic network of members with expertise and available to give trainings to IFAD projects nationally, and the usefulness of such a network would extend to new IFAD projects and beyond.

3.3 ENRAP II Activity: External trainings and exposure visits

ENRAP supported the participation of some of the IFAD project staff to attend external trainings and workshops relating to use of ICT for development. Participation in these training programmes was to enable relevant project staff to meet and interact with other organizations, beyond IFAD projects, and to get newer ideas which could be implemented in their project area. See Table 5 for overview of external trainings and exposure visits supported.

Table 5: Overview of ENRAP support for “External Trainings and Exposure Visits”

<table>
<thead>
<tr>
<th>Training Types</th>
<th>IFAD Projects</th>
<th>Beneficiaries</th>
<th>Financial Support (Canadian Dollars)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capacity building training for sharing good practices (India)</td>
<td>Philippines (CHARM and WMCIP)</td>
<td>6</td>
<td>3,235</td>
</tr>
<tr>
<td></td>
<td>India (SEWA and NERCP)</td>
<td>2</td>
<td>1,770</td>
</tr>
<tr>
<td></td>
<td>Nepal (WUPAP)</td>
<td>1</td>
<td>1,062</td>
</tr>
<tr>
<td>GIS Training (India)</td>
<td>Nepal, Philippines, Sri Lanka, Pakistan</td>
<td>7</td>
<td>15,700</td>
</tr>
<tr>
<td>Exposure Visit to India</td>
<td>Laos (OCISP)</td>
<td>5</td>
<td>25,583</td>
</tr>
<tr>
<td>Wireless Community Radio Workshop</td>
<td>India (ULIPH)</td>
<td>20</td>
<td>12,211</td>
</tr>
<tr>
<td><strong>TOTAL COST</strong></td>
<td><strong>43</strong></td>
<td><strong>59,111</strong></td>
<td></td>
</tr>
</tbody>
</table>

\textsuperscript{12} ENRAP Supported Video Training and Documentation: The Laos Experience, submitted by Rana Ghose, 9 June 2005.

In 2005, 7 participants from IFAD project in Nepal, Pakistan, Philippines and Sri Lanka were sponsored to attend training course on Geographical Information Systems (GIS) and its applications, in India, for which advanced knowledge was not available within IFAD projects.

ENRAP also funded one exposure visit for staff from Division of International Financial Institution (DIFI) at Ministry of Foreign Affairs in Vientiane, and IFAD projects in Laos to visit projects in India.

In December 2005, ENRAP supported a training workshop at Gauchar in Chamoli district of Uttrenchal, India to expose IFAD project staff of ULPIC (India) on how to use and operated community radio using wireless technologies. The participants were given training on technical aspects of producing radio programmes and editing it. The workshop was the follow-up on the study on feasibility of wireless connectivity to connect the villages in the mountainous terrain, done earlier in the project area. As mentioned earlier, there has been no physical start-up on initiating community radio in the project area and it does not figure out in the immediate list of activities of ULPIC project.

### 3.3.1 Important Findings and Lessons

While by themselves training programmes and exposure visits have their own benefits, but how these fit within the overall ENRAP II strategy, and how they furthered the ENRAP II objectives was not immediately evident in some of the cases, and what new activities were initiated at the end of the training? Also it could not be analysed if the participation in these programmes was on “ad-hoc” basis or constituted a part of the working strategy to achieve some given output? For instance why was exposure visit only restricted to staff members from IFAD Laos project (understandably they expressed an interest in it and came up with a proposal), or why did India seem to be the venue for most external trainings?

External trainings and exposure visits are very effective processes to learn new things, promote face to face exchange of experiences, develop strategic partnerships, and to create or add qualified members to knowledge networks. Within a focused project such as ENRAP II these exercises would be more useful if they are aimed at producing an immediate impact, the ingredient skills for which were lacking prior to the training, or for initiating a new activity that could be integrated with ongoing activities, for instance creating national and regional-level networks. In such cases, where immediate impacts can be envisaged, ENRAP could sponsor participation of more staff members subject to availability of funds, and to advance-level training programmes for which skills are not available locally or even within the country. However where such immediate impacts cannot be envisaged, and where such trainings and exposure visits are stand-alone and do not integrate with ongoing ENRAP II activities, these should not take place within the ENRAP sphere of activities, irrespective of the proposals put forward by the projects.

At the moment, the process of in-project transfer or diffusion of knowledge gained from ENRAP supported trainings is still low and more on ad-hoc basis. It is important to put some targets for conducting in-house trainings by those who have participated in external trainings to ensure that those who could not be included in external trainings of ENRAP due to resource constraints could still benefit from it. Such targets could be set-up and monitored during the periodic progress review of regular activities of IFAD projects.

ENRAP should maintain some levels of monitoring in the post phase training period to ensure that learnings from these exercises are integrated within the implementation process, and some lessons could be drawn for other projects. This is all the more important as the benefits of such trainings and exposure visits are hard to measure and the momentum for putting the learnings to practise naturally wanes down at the end of training programmes.
3.4 ENRAP II Activity: National and regional meetings and experience-sharing workshops

To ensure that IFAD projects associate themselves nationally and regionally, ENRAP organized, and in some cases participated in, several national level meetings and regional workshops. ENRAP participated in / organized national-level meetings in China, India, Laos, Pakistan, Philippines and Nepal while regional workshops were held in Bangkok in May 2004 and January 2006. Table 6 gives an overview of national and regional workshops.

Table 6: Overview of ENRAP support for “National and Regional Meetings and Experience Sharing Workshops”

<table>
<thead>
<tr>
<th>Country</th>
<th>Dates</th>
<th>Financial Support (Canadian Dollars)</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>November 2003</td>
<td>1,381</td>
</tr>
<tr>
<td></td>
<td>July 2005</td>
<td>15,500</td>
</tr>
<tr>
<td>Laos</td>
<td>January 2005</td>
<td>4,055</td>
</tr>
<tr>
<td>India</td>
<td>October 2003</td>
<td>490</td>
</tr>
<tr>
<td>India (+Sri Lanka)</td>
<td>May 2005</td>
<td>14,320</td>
</tr>
<tr>
<td>Nepal</td>
<td>March 2004</td>
<td>1,884</td>
</tr>
<tr>
<td></td>
<td>June 2005</td>
<td>4,694</td>
</tr>
<tr>
<td>Pakistan</td>
<td>January 2004</td>
<td>5,294</td>
</tr>
<tr>
<td></td>
<td>July 2005</td>
<td>6,700</td>
</tr>
<tr>
<td>Philippines</td>
<td>February 2004</td>
<td>4,480</td>
</tr>
<tr>
<td></td>
<td>October 2005</td>
<td>6,400</td>
</tr>
<tr>
<td>Regional Meetings (Bangkok)</td>
<td>May 2004</td>
<td>55,000</td>
</tr>
<tr>
<td></td>
<td>February 2006</td>
<td>54,900</td>
</tr>
<tr>
<td><strong>TOTAL COST</strong></td>
<td></td>
<td><strong>164,713</strong></td>
</tr>
</tbody>
</table>

Organizing and participating in these meetings of IFAD projects was useful to build awareness and get commitment to ENRAP II activities at the highest level, and also to build relationships with IFAD project directors. They also provided an avenue where participants from IFAD projects could look beyond their projects to learn about other projects and identify areas of common interest.

In February 2006, ENRAP II organized a regional workshop on “Working with Project Knowledge” to help IFAD projects improve their ability to capture, share and utilize the knowledge being generated within their project activities. The participants (mostly project managers and M&E staff) shared their experiences in capturing knowledge via websites, digital video documentation, case-studies and “Systematization” techniques. This was an important step where IFAD projects learned from each other on how they had gone about documenting their project learnings and how they were using these techniques internally (to build capacities and to train other staff members) and externally (to raise awareness and to generate publicity).

Interestingly, for some project directors ENRAP II organized meetings were the first platform where they were meeting directors of other IFAD projects in the country. While ENRAP can
always initiate activities using electronic media to foster partnerships between IFAD projects, these cannot substitute for physical meetings where project directors and staff come together to put their thoughts on issues of common interest to and to build alliances.

The national meeting cum workshop in China provided ENRAP II an opportunity to assess the needs of IFAD projects in the country, and to build familiarity with the project staff, as China was one of the new countries joining in, in the second phase of ENRAP. The workshop participants represented most stakeholders, especially from the pilot project area, and brainstorming sessions were conducted on what kinds of information could be shared between the projects nationally and how.

**Important:**
It should be noted that bringing participants from different projects together at one place does not equals to national and regional-level networking unless they engage in activities which go beyond their project boundaries. As such trans-project networking will not always happen by itself unless an external effort is made: as for most project participants this is the first time they are interacting with other projects and their implementation vision is usually restricted to their own projects. This is where ENRAP II secretariat should have played a pro-active role and could have devised exercises which cut across their own projects. Common activities could have been initiated which promote national cooperation on issues of interest, for instance preparing a nation-wide mailing list of government offices and individuals to whom publicity material and published or electronic case-studies produced by different IFAD projects could be sent at regular intervals. Or designing the structure of a national level website where material from different IFAD projects within the country could converge and how it should be managed, or listing common needs and services for which IFAD projects depend on external networks.

### 3.5 ENRAP II Activity: Supporting website development

ENRAP II provided support to China with the help of a local facilitator within the Foreign Capital Project Management Centre (FCPMC), a part of the State Council Leading Group Office of Poverty Alleviation and Development (the national focal agency) to develop an ENRAP-China website. [http://www.enrap-china.org](http://www.enrap-china.org) The objective was to ensure that information could be produced and disseminated in the local language, and the website could be used as a platform for communication between IFAD projects in remote and rural areas. Table 7 gives an overview of ENRAP II support for website development.

<table>
<thead>
<tr>
<th>Country</th>
<th>IFAD Project</th>
<th>Financial Support (Canadian Dollars)</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>National ENRAP website</td>
<td>7,800</td>
</tr>
<tr>
<td>Nepal</td>
<td>WUPAP</td>
<td>500</td>
</tr>
<tr>
<td>Pakistan</td>
<td>Barani Village Development Project (BDVP)</td>
<td>3,200</td>
</tr>
<tr>
<td></td>
<td>South FATA</td>
<td>6,800</td>
</tr>
<tr>
<td>Vietnam</td>
<td></td>
<td>4,600</td>
</tr>
<tr>
<td><strong>TOTAL COST</strong></td>
<td></td>
<td><strong>22,900</strong></td>
</tr>
</tbody>
</table>
The ENRAP-China website is designed in the lines of ENRAP secretariat website. However because of poor internet connectivity and unavailability of computers in sufficient numbers, it became evident that that the website cannot be the means of communication and sharing information among the IFAD project staff, as it took too long to download it, and it took a long time to submit documents and pictures on the website. Also some of the projects lacked digital cameras and the time to scan them up, and upload them regularly. Many of these issues were also highlighted by the project staff from the provinces, via a two hours online meeting done using instant messenger.

In addition to China, ENRAP II provided website development support to Laos and to Pakistan to help them better organize and disseminate information about their work, including description about their project area and interventions, case-studies, and external announcements.

In Laos, the local facilitator provided by ENRAP II supported DIFI at Ministry of Foreign Affairs to build a website which brings together information on all rural development related donor funded projects. [http://www.difi_mofa.laopdr.org] This was a good beginning and could have been the national repository of all project information including of ENRAP and where all case-studies, video documentaries and other public reports being produced by the project could be uploaded, and could have been a possible node for a national network. However this activity failed to progress and gain momentum and the website has not been updated since February 2005 and does not offer much content. As per the comments received from ENRAP Secretariat, several attempts were made to revive this website, but there were several issues, including that it was not the part of TOR of local facilitator to support content development of the website, and that the website belongs to the Ministry of Foreign Affairs (MoFA) which is a different bureaucratic set-up.

On reviewing these products, it was evident that ENRAP II has only made a beginning in this direction as these websites still needed a lot of work in terms of adding more information, updating them and also making it easier to update content. On the overall IFAD-funded projects, including those where ENRAP provided support have a minimal web presence. While it is true that designing websites for IFAD projects is not a stated objective of ENRAP II though development and implementation of training programmes for IFAD staff on website and database design is one of the stated objectives. But it is impossible to ignore websites simply as a separate activity, instead they are one of the points of convergence for various activities supported by ENRAP on better documentation, sharing of information, and promoting electronic networking between IFAD projects.
4. OVERALL IMPACT OF ENRAP II PROJECT

In this section the 4 key objectives of the ENRAP II have been revisited and the impact made by overall ENRAP II activities has been discussed, especially as they relate to multiple stakeholders within IFAD-funded projects.

4.1 Strengthening technical networking capacity within IFAD-funded projects

All the projects visited had well developed ICT infrastructure including computers and printers, and this infrastructure is more developed at the PMUs in comparison to field offices for obvious reasons. For many projects ENRAP II gave support in providing some of the missing equipments for which no funds were available internally, at the level of PMUs, provincial offices and even within the offices of government focal point for IFAD projects. However the extent of connectivity within projects via LAN and to the internet varies though many projects are now getting connected to broadband at least at the PMU level. Among the projects sites visited in India, Laos, Philippines and Sri Lanka, only the project in Laos was found to be having an unsatisfactory level of internet access and low usage of technologies such as emails and internet, while all other projects were found to have dedicated internet access.

At the Level of Project Directors

ENRAP through its support in building IT infrastructure and providing connectivity has given the motivation and impetus to IFAD project directors to broaden the use of ICT in all aspects of their work. Many of the Project Directors admitted that skills in the use of computers, emails and internet are now a part of the job description of newly recruited IFAD project staff at the PMU level and even for key staff members at the provincial offices. A kind of pull-effect was noticed whereby the project directors now expected other organizations with which they entered into a partnership arrangement with, to have at least an email access.

Almost all the project directors communicate regularly via emails and make some use of internet in their work. For instance, the ULIPH (India) project director makes extensive of Internet to advertise and publish their internal job notices online,[13] and was affirmative about the fact that it has helped them secure good candidates who possessed skills in usage of ICT among other required skills and qualifications.

At the level of Project Staff

The support to establishment of LAN and creation of dedicated email accounts in some of the IFAD projects have also made a significant impact, in the sense that use of ICT for work purposes no longer remain the prerogative of Project Directors and the M&E staff. Instead the availability of computers and internet to all terminals within PMU (as in the case of India, Philippines and Sri Lanka) have brought a substantial increase in the amount of information being exchanged electronically and the interest it has aroused in the project staff to starting using internet to source knowledge from outside.

In most of the projects, district offices are expected to send their periodic reports to PMUs electronically either via emails or where connectivity is an issue, on USB sticks. So the process of digitization of information is happening at the office from where that report or case-study is originating from. Interestingly new patterns of use of hybrid technologies are emerging. For instance, in IFAD projects in Laos and in ULIPH (India) project, it is common that once an email is sent to a district office which only has a dial-up connectivity, it is followed up by a text message on the mobile phone asking them to check their email boxes!

[13] ULIPH posts several of their internal job vacancies on external websites, including \texttt{http://www.DevNetJobsIndia.org} and mention basic computer literacy as a requirement for many of its positions
At the level of National Government Staff Involved with IFAD Projects

An important outcome of ENRAP is that it has been able to broaden the understanding and interest of national government staff about the benefits ICTs can bring to IFAD projects. In many cases, the perceived benefits of ICTs were limited to faster communication but ENRAP intervention at the project level furthered their understanding on how ICTs can promote better reporting, make projects more efficient, and can actually become an effective tool for transfer of information between other IFAD projects ongoing nationally. In several cases, these focal points or their staff members were themselves participants of training programmes on GIS and documentation, and for exposure visits.

Interestingly, some of their perceptions from ENRAP now go beyond what this project is currently able to deliver, or has the finance and capacity to deliver. But this is a positive sign as it means that the newly designed IFAD projects will include several of the activities and learnings from ENRAP as a core component of project design, and thereby the process of building awareness and the trainings required on the use of ICTs will be internalized.

4.1.1 Some Shortcomings

While ENRAP through the support of equipment, training programmes and workshops has been able to build substantial technical capacity within projects, some clear opportunities have not been seized. For instance, the use of LAN in all IFAD projects could be a good platform for organizing and storing information (see section 3.1.1), as most of the projects still do not archive most of their information, including case-studies, periodic reports, and other documents in a systematic manner (even where LAN is available). Most of these are still available on individual computers and cannot be accessed by other staff members. And there are chances that the same would get lost if there is a change in staff, or if there is a problem with the computer.

On a related issue, ENRAP has not focused on creation of intranets, wherever connectivity and access to computers for professional staff is not an issue. Intranets would have strengthened the internal MIS, provided useful spaces for systematic documentation, and would have provided a common electronic space where project staff can share and archive work-related information. Importantly, creation of an intranet could also be the first step towards creation of project websites. As mentioned before, most of the IFAD projects, even though they are long duration projects lack a dedicated project website which could be one of the best avenues of archiving and presenting project-specific case studies and videos, which are currently done on the ENRAP website.

4.2 Build capacities of CBOs and rural communities to integrate the use of electronic media into their day-to-day operations, and thereby promoting the culture of knowledge sharing

This group of stakeholder has largely been bypassed by the ENRAP activities as most of its interventions did not penetrate to this level. This issue of missing out on this stakeholder group was raised in the mid-term evaluation of the ENRAP II also, and the issue remains towards the end of the project too. As a result one of four project objectives remains unachieved.

Most of the ENRAP II activities were focused at the PMU level. While the PMUs were expected to involve CBOs and rural communities into these activities, this has not really happened in most of the projects. And very few interventions under ENRAP II were specifically designed or aimed at CBOs and rural communities, and therefore the impact is very difficult to measure.

In some of the ENRAP sponsored local training programmes on documentation, there was representation from partner NGOs working IFAD projects. And therefore some enhancement in
the capacities of these NGOs is expected. But not much data is available as there was no direct follow-up of these activities at this level.

ENRAP also conducted a workshop for ULIPH (India) project on how to use and operate community radio using wireless technologies as a follow-up on the earlier study on feasibility of wireless connectivity to connect the villages in the mountainous terrain. However there was no physical take up of any project towards the end of the study or the workshop, but this project could have led to some capacity building exercises at the village level, and bringing the use of technologies closer to the CBOs and rural communities.

It is understandable that this group of stakeholders is hard to reach directly by ENRAP secretariat. At the same time approaches made by IDRC under its other programmes to reach out to these groups (for instance via telecentres or via training of local intermediaries) could have been tried out on a demonstration basis to see if they met with a good response (similar to pilot demonstrations given by ENRAP II on digital video documentation to the PMU staff). Or, efforts could have been made to initiate pilot projects with some of the progressive beneficiaries or CBOs such as mushroom cooperatives within IFAD projects who are already using some form of ICTs on their own.

**Important:** The absence of intervention of ENRAP at the level of CBOs and rural community does not mean that these communities are not using ICTs. Many of the NGOs partnering with IFAD projects at the field level for instance in Laos and India are already using emails in a limited manner and have some skills in the use of internet. However it was the use of the mobile phone, and especially text messages which was found to be most common among these organizations for exchanging information and setting up meetings.

Interestingly several of the progressive project beneficiaries were already found to be integrating use of mobile phones for enhancement of their livelihoods. And some of them, example in MREAP project in Sri Lanka, were eager to invest in a computer for better accounting and for printed invoices and receipts.

Any future ENRAP kind of project has to take into cognizance these new and popular technologies which are already being adopted by project staff, CBOs and rural communities, and experiment on how these can be used for promoting sharing of knowledge between them.

### 4.3 Foster development of knowledge sharing networks within IFAD-funded projects, at the national level, and at the regional level

This can be construed as one of the most important objective of ENRAP II where the project was expected to spread outwards the process of exchange of information to include other stakholders and other IFAD projects in the country and also regionally. And this is an area where ENRAP has made a substantial impact though not in equal measures at the local, national and regional level.

#### 4.3.1 Intra-Project Networking

It was evident from the personal interviews and emails exchanged with the directors of the IFAD projects and other staff members who had participated in ENRAP events, that there was a high-level of awareness among them about the benefits of using ICT within the project. They understood the value of information exchange and most of them agreed that use of ICTs can lead to better project implementation.

At the same time, the actual level of enthusiasm and commitment given to integrating ICTs into the core activities of the project, beyond its immediate use for exchanging emails and web-browsing, varied. It was observed that projects were more likely to devote attention to expanded ICT activities, after the second or third year of project implementation. During this initial period,
the projects are more devoted to micro-level planning, setting up field-level teams, and initiating beneficiary-level interventions. This means that they cannot devote quality time or even human resources solely for the purpose of using ICTs for networking with other projects within or outside the country. It should not be forgotten, amidst the talk of using ICTs, that IFAD projects are at their core - implementation projects with a target-oriented approach that requires high level of involvement and interaction with field level organizations, and with beneficiaries. Thus they need to invest greater time and commitment in building local-level institutions, in forging partnerships and working arrangements with local bodies, and in initiating interventions which deliver on the physical and financial goals set for the project, as these activities will have a direct impact on the success of the project.

Thus wherever low priority is given to use of ICTs for networking purposes during the initial phase of the project, it should be accepted and respected. During this period, the ICT vision of projects is largely confined to better communications, monitoring and reporting. And ENRAP II has made an impact via its M&E electronic list which allows monitoring personnel within IFAD projects to exchange information and learn from each other about various reporting formats and methodologies. ENRAP should also be credited for raising awareness in the IFAD projects via the monitoring personnel who are in the M&E mailing list on the need for initiating documentation activities even at the start of the project, either via undertaking baseline studies or through visual means, such as video documentation. However it was not noticeable if this awareness raising led to actual implementation of these practices at the start-up phase of IFAD projects.

In reality, the ENRAP II programme by design, does not have the capacity, institutional bonding and authority, and also the resources to directly influence information sharing among staff members of a given IFAD project. Also the ENRAP secretariat is far removed from the project sites and is not involved with the day to day operations. It can only sensitise the staff members and demonstrate the benefits of such kinds of information sharing. But the level of such information exchange is largely dependent on the encouragement given by IFAD top project management to foster such exchanges, on technical capacities residing within the project, and most importantly to institutional arrangements within projects where such exchanges can occur. For instance, in projects where there are regular and serious quarterly/ half-yearly planning and progress review meetings involving all staff members, or internal evaluation exercises, or other activities bringing together the IFAD staff from different provinces and districts, there it is more likely that project staff would be able to engage in exchange of experiences and best practices. And such exchanges would certainly be more effective when aided by ICT aids such as projectors, computers, powerpoint software and digital cameras, and training programmes for staff to use these ICT tools.

As ENRAP can only indirectly influence information exchange or networking process among staff members within a project, the institutional design, infrastructure, information flow systems, and financial resources to promote information sharing culture within an IFAD project should be embedded within the core IFAD project itself, and not be the responsibility of ENRAP.

As mentioned in section 3.1.1, it would be more useful for ENRAP to focus on projects where substantial level of information flow and exchange is already happening between most of the project staff, even though by non-ICT means, and which pre-possess adequate ICT infrastructure, including LANs, computers, at least one IT trained staff, and internet connectivity at least at the PMU level. In such cases, ENRAP can simply leapfrog to providing technical assistance and sharing learnings from other projects on better use of existing infrastructure for systematic sharing of information. Among other benefits it would also improve the physical and financial reporting within the project for preparation of periodic reports that IFAD projects are obliged to submit. Focusing on such projects would be advantageous for ENRAP than spending financial resources and energies on creating an information exchange and ICT infrastructure from the scratch, which it may not even have the authority, resources, and more importantly even the capacity to do effectively. A case which demonstrates the inadequacy of ENRAP to kick start information exchange from the scratch is that of OCISP Laos which did not possess the requisite
information exchange infrastructure, including trained IT professional to benefit from ENRAP funding for setting up of LAN and providing connectivity. Even after ENRAP support the LAN installed is not being used, and only dial-up connectivity exists for exchanging information, which was also the situation beforehand.

Thus ENRAP should not be viewed as an elixir for kicking information exchange within a project, as the large part of the authority, capacity, and financial resources should be embedded within the core IFAD project, if this is not so already, and therefore should be considered beyond the mandate and focus area of ENRAP.

However ENRAP project can (and should) provide technical guidance on how to enhance sharing of information within the project. This has already occurred in some parts by organizing training for improved documentation and training on making video documentaries, and on assistance provided to some projects for development of project websites, as has been discussed earlier.

4.3.2 National-level Networking

ENRAP played a major role in creating linkages between IFAD projects where none existed before. For instance in India, via ENRAP, the three IFAD projects, ULIPH, NERCOMP and SEWA became more familiar with each others’ work. ENRAP organized several experience-sharing workshops in different countries, including those in Laos, Nepal, Sri Lanka, Pakistan, India and in Philippines. Importantly the participation in these workshops was not just limited to Project Directors but included other staff members and technical specialists too. For several participants this was the first time they were meeting and interacting with staff from other projects.

It needs to be stressed, that among all the three kinds of networking, fostering national-level networks is the one which has the greatest potential for projects such as IFAD because these national level networks are more pertinent for micro-level/local issues with which IFAD projects are usually involved with. And there is high potential for creating such electronic networks, simply because no such national networks exist on issues on which IFAD projects are usually involved with, except possibly in India, where UNDP run “Solution Exchange” has initiated thematic networks at the national level. Such networks are also more accountable and play a significant role in building capacities and awareness within a country about the use of ICTs for:

- Exchanging of information about other projects, their intervention areas, and their case-studies, and
- Forging partnerships with other projects or organizations, including with private sector companies.

Ironical as it may sound but it is actually more difficult to create national level networks in comparison to regional or global networks. This is because national networks are more focused both in terms of issues and the players which could be weaved into the knowledge exchange network. Thus they require greater planning, attention to details, and understanding of local politics of the issues and the various institutions, specifically the government departments who are involved with these issues. Also sustaining the momentum of national network requires inputs and incentives which are different from regional networks.

While creating national networks, it equally matters who is creating the network and who is in the network, as much as what is the network being created for? Who is creating the network, will determine the level and extent of participation of different agencies. In the case of ENRAP, the credibility of IFAD and IDRC is a big advantage in raising the profile of national networks several notches high and getting participation of key officials from relevant local and state-level government departments and from other research and non-governmental/ international institutions working in that area.

See [http://www.solutionexchange-un.net.in/index.htm](http://www.solutionexchange-un.net.in/index.htm)
To create national networks, a greater interaction with the local government officials is required, including those working within the IFAD team (on secondment), and those providing support (or could provide) from the outside.

Strategically reaching out to such groups will ensure building up of local government capacities which could benefit the ongoing projects and also future IFAD projects in that area. This strategic group would include, among others, officials from local agricultural training institutes, and enthusiastic agricultural communication and extension officers. It was found during the visit to project area of CHARM, that local agricultural officers working in the IFAD project area are ill-equipped to update their knowledge after their graduation from vocational institutes or universities. They do not have access to agricultural publications, much less computers and internet. If ENRAP activities could include them by designing specific interventions, for instance via telecentres, where they could update their knowledge which they could continue to provide to the farmers through usual field visits or meetings, then it can make a tremendous contribution to developing national level networks. A lot of potential exists for ENRAP to build networking capacities (partially supported by ICTs) at this level.

Thus national networks are far from developed within IFAD projects. A lot of thinking needs to be done on how to root activities of ENRAP Secretariat more firmly within the national domains so that there is greater information available about key issues of interest to IFAD projects at the national level, the role and the capacities of the local government units, and about strategic partners within the country who should be brought into these national networks.

4.3.3 Regional Networking

ENRAP has made several attempts to initiate regional networking between IFAD projects in different countries. These have taken the shape of regional meetings, exposure visits and setting up of electronic groups which promote interaction between IFAD projects.

The success of these activities is varied. The face to face interactions were more effective in building awareness about other projects, and for most project staff, participating in these meetings and exposure visits was their first and only opportunity to know about other projects and exchange information with other project staff.

ENRAP arranged for representatives from Laos also travelled to visit project sites in India to improve their understanding on how to tackle shifting cultivation, on use of ICTs for communications and extension, and on developing linkages to market products produced by rural communities. ENRAP also supported the participation of M&E Staff of three IFAD projects to help the NERCOMP project document its experiences using the “Systematization Technique” used by the FIADAMERICA network.

However the differences in IT infrastructure and technical capacities of various IFAD projects made it difficult to connect them to a single ICT enabled knowledge network. The situation was made more difficult due to diversity of languages in the region. There is no single language in which all project staff has equal proficiency and can freely communicate in. For instance, communication in English is difficult for project staff in China and Laos. It also needs to be emphasized that different IFAD projects are at different stages of implementation and therefore they have different information needs to which they give priority to.

ENRAP also experimented with several electronic lists. The most successful electronic network was the monitoring and evaluation list. M & E emerged as “the” issue which all projects had in common, since all of them shared same reporting methodologies and formats. (See section 4.4.1). Other electronic lists created include those on gender, GIS training alumni, and on digital video documentation, which were used but not very extensively. For instance the group on digital video documentation exchanged 61 messages between December 2004 and May 2006 out of which 35 were sent out by ENRAP secretariat itself.
Under such circumstances, while creating electronic networks, the ENRAP secretariat should move away from building a common network for all issues to a more effective regional network which is issue based and which opens up participation to strategic non-IFAD partners to provide critical knowledge pool within the network before network members can start posing queries to it. See Section 2.4 on “Experience-Sharing and Networking Within and Across IFAD Projects” where this form of networking has been described in detail.

4.4 Design and test innovative technical and institutional models and prepare guidelines for IFAD funded projects to make effective use of ICTs

ENRAP tried out a number of approaches to ensure effective use of ICTs within IFAD projects. However there were more technical interventions in comparison to institutional models. The technical models tried out within the project included strengthening the capacity of projects to use GIS and “Systematization Techniques”, the use of digital videos for sharing project learnings, and the use of website development as a means to promote project experience. Discussions on these have already been carried out in earlier sections.

In terms of institutional models which were tried out and have got embedded, two clear examples stand out:

4.4.1 Creating Community of Practise around M&E
One of the interventions ENRAP made at the institutional level was to develop horizontal linkages between the projects through creation of electronic mailing lists on several issues, including on gender, M&E, digital video and GIS training alumni. The most successful of them, as is expected, was the electronic list which included Monitoring and Evaluation (M&E) staff of different IFAD projects in the region as members of this list.

As M&E staff from across the IFAD projects share similar tasks, including reporting and developing MIS, they form an epistemic community with common areas of interests and facing similar responsibilities within the projects. The list is intended to allow the M&E staff to learn from each other, pose queries and share M&E related observations with the group, and it has remained an active list with participation from staff of several IFAD project offices, which was not the case with other lists and which have remained inactive.

Based on the response of the list members, ENRAP also conducted an electronic discussion on the M&E list to collate the problems faced by the members within their monitoring and reporting tasks, including their observations on exercises such as RIMS and baseline surveys, and the difficulties faced in designing M&E systems to meet information needs of various stakeholders. Some of the possible solutions which emerged from the discussion included: undertaking baseline surveys at the very initial stage of project implementation, creating Preval kind of website to provide support to M&E personnel, incorporating regular inter-project learning events and customization of RIMS for various countries and regions.

The use of M&E list has become relatively institutionalized and any M&E staff member of ongoing or new IFAD-funded projects can participate in it and benefit from the experiences of other members, and from the information being exchanged.

4.4.2 School on Air Programme

School on Air programme is an excellent example of ENRAP support providing a multiplier effect to the documentation and outreach activities taken up by the CHARM project in Philippines. As mentioned earlier the CHARM project produced 40 documents in form of case-studies, narratives reports, and brochures as a result of one of training programmes on documentation supported by ENRAP. To ensure these documents are disseminated widely and benefit the rural communities in the remote Mountain Province (which comes under CHARM project area), the project decided
to transform this material into a 3 month training course. And this course was delivered via local radio stations.

The Regional Agriculture and Fisheries Information Division of the Department of Agriculture-CAR spearheaded this activity, and was supported by the Provincial Government of the Mountain Province, and the Municipal Governments. Two local radio stations: Radyo Natin- Bontoc, a private company, and Radyo ng Bayan – Montano sa, a government station, broadcasted these programmes of 30 minutes duration, 5 times a week for 3 months. In all 133 people enrolled in the training course from four municipalities: Bauko, Bontoc, Sabangan and Sagada and 93 of these graduated based on a written examination. A certificate was also presented to them by the provincial mayor. There were more women than men who enrolled in this course and most of them were into crop production while a few also reared livestock and there was also a teacher who had enrolled into this programme.

This project is an excellent model of using locally available technologies to disseminate locally relevant content among local population, and being implemented by local government offices in partnership with other local government units at the provincial and municipality levels. There was a high level of enthusiasm among local government units to implement this programme and they wish to repeat this course in future in other provinces too, as much of the training course material is already available. They are now seeking support to give training to local agriculture experts in becoming good broadcasters. In view of the technical issues being discussed in the course, it was felt, that a trained agriculture expert with broadcasting skills would be more effective than a professional broadcaster.

While the CHARM project has produced an excellent assessment report based on the feedback received from course participants, this model has not been widely communicated and cited within the ENRAP network. The School on Air programme has demonstrated how ICTs can be used in a cost-effective manner to reach out to the local community, and in process, also build the capacities of local government institutions in the use of technology. It would be a good idea to prepare a detailed case-study on this model, with more details about time and costs involved, and kinds of partnerships required (with municipal and provincial offices and radio stations) to put this model from planning stage into actual practise.
5. CONCLUSION

The continuation of ENRAP I with ENRAP II was a correct decision taken in 2002 as it sustained the momentum behind integration of ICTs within IFAD project activities. During the second phase, ENRAP brought about a horizontal expansion in the use of ICTs into newer areas, including better documentation and packaging of project learnings in written and video formats, sharing of queries and experiences on monitoring, evaluation and the common reporting obligations for IFAD projects, and in some cases wider dissemination of knowledge products through websites, digital videos and radio broadcasts. Through these activities, supplemented by support provided for setting up LANs and bringing internet connectivity, ENRAP II was able to strengthen the technical networking capacity within some of the IFAD projects.

Interestingly, some of the benefits accrued from ENRAP II had little to do with direct ICT-related interventions but were a result of face to face national meetings, training programmes, and regional workshops which allowed project directors and staff members from different IFAD projects to interact with each other and associate themselves as a network. These physical meetings also provided the setting for initiating networking through electronic mailing lists, and catalysed formation of communities of practice centred around M&E and on digital video documentation.

In terms of achieving the four objectives laid out in the design document, the outcome is a mixed one. ENRAP II was most successful in strengthening technical networking capacity of IFAD projects primarily from the level of PMU staff and above. As a result of this, ENRAP II was able to initiate networking between IFAD projects, largely through the participation of M&E personnel, project directors and staff members who had directly participated in some of the ENRAP activities.

Most of ENRAP II interventions were focused on the PMU staff, to the extent, that the project overlooked its second objective of building capacities of CBOs and rural communities to use electronic media. No focused interventions were designed for these stakeholders and ENRAP II did not contribute to building technical networking capacities of this group in any direct way. From an external perspective, this failed to give depth to the activities undertaken, in terms of how closely ENRAP II interventions reached out to IFAD project beneficiaries and local players, and impacted the sphere of local influence surrounding the farmers.

The third objective of developing knowledge communities for sharing knowledge, experiences and good practices at different levels was only partially met. Knowledge networks were created more successfully at the regional level in comparison to those at the national level and locally, within IFAD projects. As ENRAP II was not involved in day to day operations of individual IFAD projects (and rightly so), it did not have the understanding of local-level dynamics and players to
create local ICT-enabled networks within an IFAD project, and the onus was placed on PMUs to engage this group of stakeholders with mixed success. At the national level, some forms of networking between different IFAD projects was established through electronic means supported by face to face national-level meetings and common training programmes, which provided an avenue for staff members to exchange information and develop an understanding about other IFAD projects. However these national networks of IFAD projects are still under-developed from the perspective of information flowing electronically between them, and common activities undertaken by them.

At the regional level, ENRAP II promoted direct interaction and communication among IFAD projects through M&E and digital video documentation electronic lists, regional workshops, and by initiating joint activities such as supporting the participation of M&E Staff of three IFAD projects to help the NERCOMP (India) project document its experiences using the “Systematization Technique.” ENRAP certainly played a key role in tying up IFAD projects in different countries within the region together, as this would not have happened in a structured way without the efforts of ENRAP secretariat and its interventions. Here ENRAP has significantly emerged as a point of convergence for different IFAD projects in the region.

In addition to the M&E list which is now institutionally embedded in IFAD projects serviced by ENRAP and could be used by M&E personnel of any new IFAD projects, the “School on Air” programme of CHARM (Philippines) is another innovative model which emerged from the support given by ENRAP. These 2 outcomes demonstrate institutional models that make effective use of ICTs for intra-project networking and for targeted dissemination of knowledge products produced by IFAD projects within the local community.

When achievements of ENRAP are compared with the seven measurable benefits expected from ENRAP II as stated in the technical design document then it becomes evident that the project has yielded some of these intended benefits, while others are only partially achieved, and the rest have not accrued at all. (See Table 7).

Table 7: Comparing Actual Benefits with Expect Benefits from ENRAP II

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<thead>
<tr>
<th>No.</th>
<th>Expected measurable benefits 15</th>
<th>Actual benefits realized</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Enhanced capacity of project staff and other stakeholders to document and disseminate lessons learned</td>
<td>Yes for project staff, mostly at the PMU level</td>
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<tr>
<td></td>
<td></td>
<td><strong>Limited manner</strong> for other stakeholders including NGO partners, LGUs, CBOs and project beneficiaries</td>
</tr>
<tr>
<td>2.</td>
<td>Improved Internet access for IFAD-funded projects</td>
<td>Yes for projects which only had a small missing link that was hindering access to internet and which was overcome through ENRAP funding</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>No</strong> for projects where problem of connectivity was broader (little developed IT infrastructure and costly access to high-speed internet)</td>
</tr>
<tr>
<td>3.</td>
<td>Greater interaction and communication among IFAD projects</td>
<td>Yes at the level of M&amp;E personnel, project directors and staff members who directly benefited from ENRAP activities.</td>
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<tr>
<td>4.</td>
<td>Increased effectiveness of project management and monitoring</td>
<td><strong>No</strong> for others (IT networks were stronger at the regional level in comparison to national and local levels)</td>
</tr>
<tr>
<td>5.</td>
<td>Availability of customized training materials on ICT and knowledge networking for project staff and beneficiaries</td>
<td><strong>Yes but in a limited Manner:</strong> Allowed faster communication and sending of reports/documents via email. General queries posed, pertaining to monitoring and reporting obligations, got answered by personnel from other IFAD projects</td>
</tr>
<tr>
<td>6.</td>
<td>Availability of knowledge repositories and experts relevant to local communities within IFAD projects</td>
<td><strong>No</strong></td>
</tr>
<tr>
<td>7.</td>
<td>Increased mobilization of rural communities and CBOs to generate and share knowledge through ICT tools</td>
<td><strong>No</strong></td>
</tr>
</tbody>
</table>

In conclusion, ENRAP II must be seen in terms of having an explicit and an implicit agenda. The explicit agenda, in terms of stated objectives and expected measurable benefits should be seen as a means to achieve the implicit agenda of boosting IFAD projects to harness the potential of new technologies to enhance their own efficiency in delivering benefits and services to the rural poor, and to improve the impact of IFAD-funded projects on the livelihoods of poor rural communities through strengthening and deepening networking and knowledge-sharing at all levels. When viewed from this approach it is clear that even though ENRAP II has not fully achieved the explicit agenda, it has made a substantial contribution to the implicit agenda through some of its activities and by drawing attention and commitment of top-level management of large number of IFAD projects (almost 40 projects in 8 countries). This in turn has made use of ICTs within IFAD projects irreversible and has paved the way for IFAD projects who are convinced of the substantive value of ICTs in rural development, to internalize activities initially supported by ENRAP within their core activities.
6. KEY LEARNINGS AND SUGGESTIONS BASED ON PROJECT EVALUATION

6.1 Create threshold requirements for participation of IFAD-funded projects in ENRAP
As ENRAP II was charged with a specific objective to trigger use of ICTs in knowledge networking in a relatively short period, and was bound by financial resources which are not enough to roll-out technical infrastructure within an IFAD project, it would have been a good idea to start with projects which are sufficiently developed in terms of IT infrastructure and connectivity, and availability of trained professionals for managing LAN and troubleshooting relating to ICTs. Providing connectivity solutions to remote projects is a required and priority goal but not something to be pursued within a knowledge networking project. Thus an indicators list should be created which should be achieved before ENRAP participates in the project, and could be termed as an E-Readiness Assessment to determine whether a given IFAD project is suited to participation in ENRAP II activities. Else ENRAP will spread itself too thin and will keep digressing from electronic knowledge networking activities to dealing with proposals seeking assistance for bringing connectivity, and for which it lacks the technical capacity to judge the merits of the proposal.

6.2 Improve ENRAP website to make it more useful for IFAD-funded projects
ENRAP Secretariat should be commended for their comprehensive documentation, and for making efforts to ensure that a range of documents including training programme agenda, feedback of the participants, presentations made by the participants and project reports are available on the ENRAP website. The website is no doubt an excellent repository of information about activities undertaken by ENRAP.

However the ENRAP website has been organized as an organizational website rather than projects website. For instance classification of documents is based on the various line activities carried out by ENRAP rather than on the basis of ENRAP activities carried out at the country level. The country windows do not provide much information except the physical address of the IFAD-projects and their telephone numbers.

As most IFAD projects do not have their websites (or where they exist, are largely of very basic nature), ENRAP should create offer some kind of service which gives projects access to their own project sections and parts of national section on the ENRAP website, and allows them to upload their documents directly. At present all the documents to the ENRAP website including case-studies pertaining to a particular IFAD project are uploaded by the Secretariat staff. Trainings should be given to few of the project staff at the PMU level to update their own sections. Once the respective projects take control of their own sections, the overall ENRAP project will automatically provide updates of new documents, including video documents being produced by the projects. Whereby the projects have their own active websites, the traffic received could be diverted back to the project websites,

6.3 Improve documentation of knowledge products at the national level
ENRAP needs to improve the documentation at the national level, so that electronic documentation and knowledge products produced by different IFAD projects do not disappear when their projects get over. This is likely to happen where these IFAD projects do not have a website or where such documents were not uploaded on the Internet but only available on local computers or in a few CDs. For instance, there is no country specific list of digital videos available for viewing or downloading IFAD project videos produced with ENRAP II support. While these videos may be available on the ENRAP website but these should also become available within country specific websites and national networks, or on government websites, where they are more likely to be found and used by users in that country. Further in the absence of cross-linking of these resources on different websites, most of these knowledge products do not get listed when one does a general search for them on say Google or other search engines.
6.4 Improve internal monitoring of ENRAP activities
ENRAP should regularly assess the impact of its interventions, by gauging the level of commitment and involvement of the key management staff, the time and resources committed by the projects, and internal replication of these activities or their becoming institutionalized within the IFAD project. Only then it will be able to effectively allocate resources directed towards training programmes vis-à-vis its other activities. For instance do projects commit to producing new digital videos through their internal resources even after the support of ENRAP ends? While some projects, such as MREAP Sri Lanka showed this commitment but not all projects were convinced.

Wherever ENRAP finds that the impact of its interventions is only marginal and has not resulted in any substantial interest or new commitments by the projects, then it should not hesitate to restrict training programmes to those projects where the impact is evident.

6.5 Bring in the progressive farmers into the network
There is a pressing need to involve progressive farmers into ENRAP activities to move the impact of these activities at the beneficiary level. Three specific areas where they can play an important role within ENRAP kind of projects are:

- Better documentation of IFAD project impacts. They can tell the story from their perspective, and thus they could be involved in producing the script of the digital video and in the first tense.
- Based on the needs of the area, they can provide insights of kinds of partnerships which would be useful for ENRAP.
- They can adopt and test out some of the ICT interventions proposed in future ICT projects, for instance on the use of text messages, or use of mobile phones, or about the effectiveness of agriculture extension courses being broadcasted over the radio station.

Thus it is equally important to train them, for instance on video documentation, or simple photo documentation, or may be writing case-studies on how they were impacted by IFAD-funded projects. For instance, in Philippines, the farmers met (both men and women) could speak and write in English adequately and therefore it would be easy to train them within the conventional programmes being run through ENRAP. May be more concrete options on how to include them in the national network would come up later, but these groups of progressive farmers should be recognized and an attempt made to weave them into a network. As pointed out by

6.6 Move ahead with the technology
ENRAP needs to constantly innovate by setting aside 10% of their time and efforts each month into doing something innovative. Actually some projects and project beneficiaries have moved faster but their experiences have not been captured. For instance CHARM graduated to Wi-Fi access in its office, eliminating the use of fixed-wire LAN for providing internet-access. Or project beneficiaries even in villages off the road in Matale district under the MREAP project are using mobile phones as another medium to get orders for mushrooms they are cultivating. In the later case, this has happened on its own without any external intervention, and this should be acknowledged and based on it, some interventions may be designed which ensure that benefits of new ICTs can be extended to more people within IFAD projects.

Within IFAD project within ULIPH it was found that SMS was the most important tool by which the project staff communicated with each other when in the field. Again the existing channels by which IFAD project staff are networking with each other should be identified and integrated within ENRAP projects in those areas.

6.7 Move out from the Secretariat approach to a Knowledge Centre model
While the demand-driven model adopted by ENRAP II is useful and has its own benefits in starting with the felt needs of the projects, it does not imply that ENRAP should not maintain its own agenda and space, especially when it has specific objectives of its own. It should not simply
end up being a secretariat for the projects and become totally dedicated to individual or even common project needs.

Instead ENRAP regional office needs to emerge as a knowledge centre of its own, which has capacities to undertake action research, and roll out new ICT activities even on experimental basis, which in its understanding would be useful for the ongoing and future IFAD projects. This will ensure that ENRAP creates some unique products and services which have a value of their own, and are there to be used by all IFAD-projects, and also by partner organizations of IFAD. For instance, initiating pilot demonstration on digital video documentation which was an ENRAP initiative but more such initiatives are needed. As knowledge within IFAD projects on new developments and experiments in this field of ICT for development is limited they will not be able to field demand-driven proposals which go beyond the obvious uses of ICTs and ENRAP should not hesitate to become a lighthouse instead of being a demand-driven project in some cases.

It should be realized that there has to be a healthy mismatch between areas of focus and priorities of the IFAD projects and that of ENRAP. While IFAD projects devote most attention and energies to internal project activities, ENRAP should go beyond and focus efforts on creating deliverables which are not linked to any immediate need of a project but are sort of long-term nature and can be used by IFAD projects at the national or regional level at different stages. For instance ENRAP can create a portal which:

- Provides common learnings relating to IFAD reporting processes
- List training activities being offered regionally that may be useful for project staff
- Identifies sources of external or collaborative funding which assists IFAD projects to conduct exercises or experiments for which funds are not available locally
- Helps IFAD projects disseminate its case-studies, digital videos and publicity material to external audience
- Assists IFAD projects to identify and develop strategic partnerships

**There exists a paradox.**

On one hand while ENRAP should move beyond becoming only a secretariat for IFAD projects and focusing only on immediate needs of the projects. On the other hand it should develop its own capacities and knowledge of the core activities of IFAD projects: especially gaining indepth knowledge about technical interventions made within IFAD projects, the field conditions in which the staff operate, the socio-economic situation of the beneficiaries whom the IFAD project targets, the local partnerships forged by IFAD projects, and the role played and the involvement of local government authorities. It should also identify other NGOs, research organizations and even government institutes active in the region and who may have a lot to offer, or share in common with the IFAD projects. Only when ENRAP focuses on this double ended approach, can ENRAP create more useful products and services, which have some kind of permanence, and go beyond IFAD project offices in their usefulness to incorporate IFAD project partners, local government units and other strategic organizations working in the same area or on similar issues.

Lastly, ENRAP also needs to build on its strengths by the virtue of it being based in IDRC office and having access to learnings to similar projects in other regions. The focus of IDRC on project and action research should be picked up by ENRAP and be woven within its functioning.

**6.8 Maintain focus on core objectives at all times**

ENRAP Secretariat should maintain momentum on a list of core activities at all times. It should then use all available mediums and avenues, for instance thematic exercises, documentation workshops, national and regional meetings to maintain focus on these core activities and to sensitize the cross-section of IFAD project staff who participate in these exercises on overall objective of ENRAP.
At the moment, the training programmes organized by IFAD are purely of thematic nature, and rightly so, as it makes them comprehensive and very useful for the participants who learn a lot of things in a relatively short period. However some time within these training programmes should also be allocated to exercises which go beyond their project boundaries, and enter into the realms of trans-project networking. For instance in the case of digital video documentation the national participants, apart from being given training on use of digital videos, should be given some common task where they come together and pool their knowledge to create a national-level mailing list for dissemination of CDs of digital video they are producing

Or, in the case of training on website development, the participants could be asked to explore how a national level IFAD projects website should look like, and whether it would be useful as most projects do not have their own websites, or what are the common themes on which all national IFAD project specific websites should report on.

**6.9 Develop issue based synergies with IFAD-funded projects**

As mentioned in the previous section, ENRAP Secretariat staff will have to take a greater interest in the core activities of individual IFAD projects to build up substantive knowledge of the development issues and the thematic interventions of these projects. This will help them build up greater credibility among the projects and a chance to explore more spaces within project activities, where ENRAP can make a significant impact or improve an ongoing activity.

For instance, most of the projects visited had specific line items on livelihoods development and enhancement (example MREAP, ULIPH) and this could be a potential area where ENRAP can initiate new interventions, and this would not only benefit the project directly but could be an area where technical expertise provided by ENRAP would be more useful than their financial assistance, as the projects already have funds earmarked under that line item. Some of the possible projects could be: helping IFAD projects explore and develop strategic partnerships, creating beneficiary level websites to help them market their produce, or introducing e-commerce or m-commerce to SMEs created within the projects, or use of ICTs in promoting eco-tourism for which there are specific funds allocated within IFAD projects in Laos (OCISP) and India (ULIPH).

These are not far-fetched ideas as even without IFAD or ENRAP interventions, some of the SMEs created within the IFAD projects are already using technologies, including mobile phones in their work. For instance, in Matale, in MREAP project area one of the farmer in the mushroom cultivation cooperative initiated by MREAP in Warapaitiya has invested in a mobile phone and has placed that number on his visiting cards and product labels to open up another channel for them to receive orders. And there are many more SMEs within IFAD projects who could directly benefit from application of ICTs.

Another area of ICT application which has not been explored yet is on helping projects develop strategic partnerships, and ICTs can play an important role in searching information about possible partners. For instance MREAP in Sri Lanka is on the lookout for companies which can set up their production units in their project offices. At the time of site visit, MREAP was having a dialogue with a handmade paper making unit which used elephant dung in its production process. More such partnerships could be identified and forged if information could be broadcasted on the internet, and selected partner organizations could then be weaved into IFAD national level network so that other or future IFAD projects too can benefit from these experiences and partnerships.

There is need to get even more excited about the benefits that ICTs can bring to the projects. In some ways the ENRAP project has still not entered into the core project activities of IFAD activities: because the key ENRAP interventions such as bringing connectivity and documentation still lie only on the periphery of core project activities. So both ENRAP and IFAD projects have to learn more on how they can benefit from the other.
7. MOVING AHEAD: SUGGESTED APPROACH TO USING ICTS WITHIN IFAD PROJECTS

The key mandate of IFAD is to design and finance agricultural development programmes in rural areas targeting the poorest and most deprived segments of the rural population. Thus any attempt it makes to integrate new tools and mechanisms within IFAD projects should support this core mandate either directly or indirectly.

The case is no different for integrating use of ICTs within IFAD projects. ENRAP I and ENRAP II have been very significant steps for IFAD to integrate ICTs at the project level. And it is evident from this evaluation report that these interventions have yielded several benefits, ranging from providing email and internet connectivity to the projects, and better documentation of knowledge products, to use of ICTs to promote distance learning among farmers, and creating community of practise among IFAD project staff across countries.

Yet, this approach to promoting use of ICTs via creation of a dedicated secretariat following a demand-driven approach has not pushed ICTs into core activities of IFAD projects in a manner which leverages their major line items or interventions. This is because most of the IFAD project staff have limited experience on the application of ICTs which does not go beyond their immediate operational uses: for exchange of emails, for creating and publishing electronic documents, and for burning CDs and websites. And therefore the demand for support or external assistance in the use of ICTs is based on this limited familiarity with ICTs which ENRAP II has been able to fulfil, and even go beyond it, namely in the area of digital documentation.

7.1 Towards a new ICT project

To ensure that use of ICTs gets integrated within the major line items of IFAD projects, a different approach is needed. The least common denominator for this approach to succeed is, to be based on what has been suggested in section 7.1 (Create threshold requirements for participation of IFAD-funded projects in ICT-activities): the IFAD projects to be involved should clearly surpass the threshold requirements set under the E-Readiness Assessment. The importance of this step should not be underestimated as it will vastly influence the success or failure of this new approach.

Once the careful vetting of projects to be brought into sphere of ICT activities is completed, the following five directions or guidelines need to be adopted into the new ICT-project design. This new project design would be different from the existing ENRAP design. It would be focused on a clear and limited set of deliverables and aimed at an audience which goes beyond the IFAD project staff to include greater involvement of local project partners and project beneficiaries.
7.2 The Five Guidelines for design of the new ICT Project

7.2.1 Broaden the foundation of knowledge on new ICTs and their applications
The technological advancements within the ICT sector happen at a very fast pace and the new project design should take into cognizance the new ICTs and their applications which have emerged since the design of ENRAP II project.

There is an immediate need to widen this foundation of knowledge at the project design, execution and implementation level, to gain familiarity with new ICTs including mobile phones, wifi and broadband, and new applications including text messaging, retailer websites, blogging, and e-commerce: the costs of which are going down and their reach now extending to outside of capitals to district headquarters, and even small towns in developing countries.

7.2.2 Apply new ICTs and their applications to IFAD project situations
The broad foundation of knowledge then needs to be researched in the context of individual IFAD projects: their major line items or interventions, the occupation of the beneficiaries, the status of ICT infrastructure in the project area and availability of electricity and means of transport, the proximity to markets, the ability of some of the project beneficiaries to write and understand English etc.

The research will yield new ideas and identify areas where use of ICTs can either: enhance the effectiveness of an existing intervention, or create new interventions on the top of existing ones. These ideas then need to be developed further and assessed in terms of their costs and the benefits they will yield, and the time and resources required to put them into action.

At the end of this research focused on specific IFAD projects, an inventory of possible ICT interventions would be created which lists all these projects in terms of common parameters: costs, time required, technical and institutional requirements, which line items of IFAD do they relate to, who are the immediate beneficiaries, how many beneficiaries will be impacted, do mechanisms exist to institutionalize this intervention or sustain them after the pilot stage, and can this ICT intervention be applied to other IFAD projects.

7.2.3 Reduce the horizontal spread of ICT-activities
After the creation of an inventory of ICT interventions in tune with the project needs, a conscious attempt needs to be made to reduce the horizontal spread of ICT activities to a set of core activities and focusing efforts on the same.

This means that a careful vetting of ICT interventions needs to be done to select those which build upon each other and can be extended to several IFAD projects rather than selecting several stand-alone ICT activities which are applicable to only one or two projects. This will ensure that the implementing agency for such ICT projects can build its specialization on specific ICT applications fairly quickly, and will be staffed with personnel who have in-depth knowledge of the IFAD project line items these ICT applications are associated with.

For instance if the ICT application in question is initiating e-commerce at the level of farmers' cooperative or cottage industry (in context of the line item on: Supporting livelihoods through creating new SMEs) then the staff of the implementing agency should have technical specialization in credit card transactions, and creation of electronic accounts, and also be knowledgeable about operational aspects of creating a SME including the choice of beneficiaries, the trainings required, how to harness markets, and on registration and other legal aspects related to the SME.

Important: Only when the staff members of the implementing agency has this dual knowledge, will the IFAD projects feel confident of approaching this implementing agency to get assistance in implementing their core line items. And this would automatically create spaces for the new ICT-project implementing agency to participate in the individual IFAD project activities, and remove
the ambiguity on the role of this agency as was the case with ENRAP II secretariat in some of the IFAD projects. Within the existing configuration, not all IFAD projects have viewed ENRAP as a knowledge node they could rely on, for instance on how to use ICTs within their livelihood generation programme or for supporting existing SMEs within their project area.

### 7.2.4 Increase the vertical drop of ICT-Activities

Most of the activities undertaken within ENRAP I and ENRAP II were concentrated mainly on IFAD project staff, only partially to local project partners and local government units, and almost negligibly to the level of beneficiaries. Consequently ENRAP activities did create awareness and capacities among project staff on ICTs and which was channelled towards use of ICTs for creating ICT networks within projects, for better documentation and for creating digital videos. While all the activities are very useful and have positively impacted the projects, their impact will largely be limited to the duration of the IFAD projects and only a few of these activities would sustain themselves beyond the project duration.

Thus there is a need to stretch the vertical drop of impact group, to focus on ICT-activities which will have a stronger and more direct impact on the beneficiaries. This means moving away from impacting only the IFAD project staff to initiating activities which build technical and operation-level capacities of local government units, local project partners, local research and training institutions, and progressive farmers: all of whom are more likely to stay in the project area even after the completion of IFAD projects.

**Important:** This does not mean that the new ICT project implementing agency should work directly with the IFAD beneficiaries, instead it should support IFAD project staff in their core activities that are directly aimed at the beneficiaries using the ICT tool. For instance, MREAP project in Sri Lanka promotes leather-making and mushroom cultivation in its project areas. Both these SMEs rely on customers outside of their villages for sale of their produce and to ensure viability of the SME. In this case, a clear role of the new ICT project implementing agency emerges: to create *beneficiary-oriented websites*, to explore use of ICTs for getting new customers, or for sourcing raw material cheaply or for producing new products from the same SMEs (for instance using ICTs to source new and marketable design of shoes- the information of which may not be available in the project area). This new agency can also explore the use of mobile phones in getting new orders or use of text messaging to keep older customers abreast of new designs and discounts being offered on shoes.
In India and Laos, the IFAD projects have a line item on exploring eco-tourism as an option to create new livelihood opportunities in the project area. And this is yet another area where the new ICT project implementing agency can first build specialization and then offer its expertise to IFAD projects on use of ICTs to create eco-villages oriented website or in promotion of these eco-sites on websites of tourism portals catering to foreign tourists.

7.2.5 Create new partnerships with public and private sector
The new ICT project implementing agency will have to focus more intensively on creating partnerships to deliver and leverage the impacts of ICTs at the project level. Four different kinds of partnerships are envisaged

Partnerships aimed at:

i. Providing affordable ICT access and connectivity to farmers and farm-linked institutions

ii. Providing relevant content or content experts

iii. Training and capacity building

iv. Reaching targeted communities

i. Partners providing affordable ICT access and connectivity
These partners can provide means and avenues to enable farmers and farm-linked institutions (example government training institutes, research organizations and extension agents) to access ICT tools at an affordable cost. Partnership support could be in terms of providing hardware and software applications, telephone mainlines, wireless connectivity, broadband network or access to existing telecentres. For instance in Sri Lanka and India, there are several government and private sector initiatives (Sarvodaya, Mission 2007, ITC e-kiosks) to bring ICT connectivity to village and district level, and partnerships with these existing programmes should be attempted at the project level.

ii. Partners providing relevant content, content experts or services
Partners under this category will: either, provide content on agriculture and related issues in a format that is comprehensible to the end-users (for instance, local-language agricultural publications brought out by government agricultural departments in Philippines), or, provide experts who are knowledgeable on one or more agricultural themes and can communicate their knowledge in a comprehensible format to the end-users (for instance, government radio broadcasters on agriculture and horticulture).

In some cases the partners may also provide readily consumable services for instance website portals who are eager to list new eco-tourism sites or handicraft showrooms or agents who may be willing to offer a buy-back arrangement to handmade products being produced in the villages (for instance partnerships aimed at buying-back handmade paper made up of elephant dung in Sri Lanka).

iii. Partners providing training and capacity building support
Partners in this category will provide training and capacity building support to end-users. These would be of 2 types:

a. On use of ICT tools
This involves local partners who can train beneficiaries and IFAD project staff on website designing or creation of digital videos, or setting up e-commerce ready portals. applications, emails and the Internet

b. On searching of relevant content and making it comprehensible for end users
This involves making aware local government institutions and extension agents, and maybe some progressive farmers to existing sources of agriculture information and expertise, and then training them to carry out thematic searches over the Internet (for
instance on organic food certification, processing of passion fruit), and in transforming the
eexisting content into a format which is in local language and could be readily understood
at the local level.

iv. Partners reaching out to targeted communities

This is an important category of partners for the new ICT project implementing agency. The
partners should be able to address the information, technical and input needs of target group of
IFAD, namely farming community, shifting cultivators, artisans and landless farmers. These
partners should either be in proximity of the farming community or may be an important existing
source of information for the farmers.

These partners may either be farm-linked institutions or even individuals or “champions” who
maintain close linkages with the IFAD project beneficiaries. While partnerships could be forged
with the existing local project partners of IFAD projects, partnership arrangements could also be
entered into with other nodes, for instance government workers working on health issues, or
school teachers, local radio stations, newspapers and postmasters who have their own
networking arrangements to reach out to the beneficiaries.

When these five guidelines are adopted a new ICT project design and project implementing body
will emerge which will be able to lend support to the core line items of the IFAD projects and will
provide new products and services, some of which will sustain themselves beyond the duration of
IFAD project.
## ANNEX 1

### List of Projects Visited and People Interviewed (February 16, 2006 - March 5, 2006)

<table>
<thead>
<tr>
<th>No.</th>
<th>Countries Visited</th>
<th>Projects Visited</th>
<th>People Interviewed</th>
<th>Affiliation</th>
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<tbody>
<tr>
<td>1</td>
<td>Laos</td>
<td>Oudomxay Community Initiative Support Programme (OCISP), Oudomxay</td>
<td>Mr. Bouna Phetdara</td>
<td>Deputy Provincial Project Director, OCISP</td>
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<td>2</td>
<td></td>
<td></td>
<td>Ms. Chantala</td>
<td>Procurement Officer (OCISP)</td>
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<td>3</td>
<td></td>
<td></td>
<td>Mr. Thong Ben</td>
<td>Head of Zone (20 Villages) and Assistant Community Development Team</td>
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<td>4</td>
<td></td>
<td></td>
<td>Mr. Thomp Buan</td>
<td>Head of Village, Namhent Tai</td>
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<td>5</td>
<td></td>
<td></td>
<td>Mr. Dong Suan</td>
<td>Head, Extension Worker Village Centre</td>
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<td>6</td>
<td>Ministry of Foreign Affairs, Vientiane</td>
<td></td>
<td>Ms. Chongchith</td>
<td>Former director of International Financial Institutions, DIC, MoFA</td>
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<td>7</td>
<td>Philippines</td>
<td></td>
<td>Dr. Cameron &quot;Ron&quot; P. Odysee</td>
<td>Project Director (CHARM) and Assistant Regional Director for Research and Extension (DA-CAR)</td>
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<td>8</td>
<td></td>
<td></td>
<td>Mr. Charles A. Picpiccan</td>
<td>GIS Coordinator (DA-CAR)</td>
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<td>9</td>
<td></td>
<td></td>
<td>Bal Claver</td>
<td>Community Mobilization and Resource Management Coordinator (DA-CAR)</td>
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<td></td>
<td>Ms. Beverly Pekas</td>
<td>Adaptive Research Services Coordinator (DA-CAR)</td>
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<td>11</td>
<td></td>
<td></td>
<td>Ms. Aida Pagtan</td>
<td>Training Coordinator (DA-CAR)</td>
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<td>12</td>
<td></td>
<td>Cordillera Highland Agricultural Resource Management Project (CHARM), Baguio City</td>
<td>Ms. Teresita Guevarra</td>
<td>Agriculturist (Office of the Provincial Agriculturist-Benguet Province)</td>
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<td>13</td>
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<td>Ms. Nativdad Valles</td>
<td>Community Development Officer (National Irrigation Administration-CAR)</td>
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<td>Ms. Isabel Tejo</td>
<td>Planning and Development Officer (CHARM)</td>
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<td>Ms. Cecile Capegsan</td>
<td>Community Development Officer (CHARM)</td>
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<td>Mr. Daniel Dalilis</td>
<td>Administrative Officer (DA-CAR)</td>
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<td>Ms. Sonia W. Loquitan</td>
<td>Farmer Cooperator, Kaddassan Farms</td>
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<td>18</td>
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<td>Ms. Marlyn N. Cabaeres</td>
<td>Agricultural Technologist, Municipal Agriculture Office, Tuba, Benguet</td>
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<td>19</td>
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<td>Ms. Annabele S. Degawan</td>
<td>Agricultural Technologist, Municipal Agriculture Office, Tuba, Benguet</td>
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<td></td>
<td>Mr. Mark Teofilo</td>
<td>Farmer Cooperative Member, Aabiyang-Atok</td>
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<td>Name and Position</td>
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<tr>
<td>21</td>
<td>Ms. Susana Perez, IFAD Desk Officer, Department of Land Reform</td>
<td>Department of Land Reform, Quezon City, Manila</td>
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<td>22</td>
<td>Mr. Tony, Project Director, (NMCIRMP)</td>
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<td>23</td>
<td>Mr. Yolando Arban, Monitoring and Evaluation Officer (NMCIRMP)</td>
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<td>24</td>
<td>Mr. Rogelio G. Bourbon, Project Manager (WMCIP)</td>
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<td>25</td>
<td>Mr. Sunil Fernando, Project Director, MREAP</td>
<td>Matale Regional Economic Advancement Project (MREAP), Matale</td>
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<td>26</td>
<td>Mr. Darshana, PMU, ULIPH</td>
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<td>27</td>
<td>Mr. H.M.T.B Kanatiwala, Project Officer (M&amp;E)</td>
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<td>28</td>
<td>Mr. Elankayer Vasudeva, Project Officer</td>
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<td>29</td>
<td>Mr. Priyantha Senaka Adkiram, System Analyst</td>
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<td>30</td>
<td>Mr Sarath Wijeratna, Marketing Manager</td>
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<td>31</td>
<td>Mr. Sunimal Chandrasiri, Business Promoter</td>
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<td>Mr. Arul, Manager, Leather Shoemaking SME</td>
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<td>33</td>
<td>Mr Samatha and Ms. Gayani, Mushroom Cultivators Cooperative</td>
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<td>34</td>
<td>Mr. Thusitha Ranasinghe, Managing Director, MAXIMUS</td>
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<td>35</td>
<td>Ms. Jyotsna Sitting, Project Director, ULIPH</td>
<td>Uttaranchal Livelihoods Improvement Project for the Himalayas (ULIPH)</td>
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<td>36</td>
<td>Mr. Pawan Shah, ULIPH</td>
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<td>37</td>
<td>Mr. Om Prakash Nainwal, Project Manager</td>
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<td>38</td>
<td>Mr. Pankaj Kumar, Monitoring and Evaluation Specialist</td>
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<td>39</td>
<td>Mr. Roger Finan, Regional Director, Regional Office for South Asia (SARO), IDRC</td>
<td>IFAD/ ENRAP Secretariat</td>
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<td>Ms. Shalini Kala, ENRAP Coordinator</td>
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<td>Ms. Apoorva Mishra, ENRAP Secretariat</td>
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<td>42</td>
<td>Mr. Renald Lafond, ICT4D Specialist, IDRC-Ottawa.</td>
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ANNEX II

1. **List of Resources Consulted:**

   - Project Proposal: Documenting and Sharing IFAD’s Experience with Decentralization in Vietnam
   - Project Proposal: To establish Local Area Network (LAN) with dedicated Internet facilities to Matale REAP (MREAP), Sri Lanka
   - Project Proposal: The training for writing, editing and knowledge acquiring skills, China
   - Project Proposal: Training of Local Government Development Communicators on Documentation and Dissemination of Indigenous Knowledge and Practices on Highland Rice Terraces Farming and Natural Resource Management, CHARM, Philippines
   - Project Proposal: Supporting a meeting of IFAD projects in Islamabad, Pakistan, 10th and 11th August 2005
   - Project Proposal: Supporting a meeting of IFAD projects in Nepal, Kathmandu, 17-18 June 2005
   - Project Proposal: Supporting the meeting of IFAD projects in Pondicherry, India submitted by M.S Swaminathan Research Foundation
   - Report - Regional Workshop: Working with Project Knowledge, 7-8 February 2006, Bangkok, Thailand
   - Report: Using Digital Video Documentation For Sharing & Capacity Building Among the Poor, Jeevika SEWA Gujarat, India
   - Report: Documentation and dissemination of best practices on agriculture, natural resources and rural infrastructure management in the Cordillera Highlands, CHARM, Philippines
   - Report: Community radio using WIFI technology: Outcome of workshop in Uttarakhand – Dec 2005, India
   - Digital Video: Sharing lessons for poverty reduction. Shalini Kala and Rana Ghose. 2006
• China: Summary of the 1st instant messenger meeting: Reported by Patrick Chen, FCPMC
• Submission of Report on ENRAP/IFAD-IDRC Grant Funds, OCISP, Laos
• Problems faced by M&E staff in understanding, setting up and implementing M&E systems for IFAD projects: The results of e-discussion among ENRAP-IFAD Projects M&E Staff
• Feedback Questionnaire to Assess Impact after Six Months: *Experience sharing trip of Laotian IFAD team to India, 14-29 May, 2005* prepared by Bounta Phetdara
• Report of the Evaluation Mission for ENRAP I Project 2002
• ENRAP II Annual Progress Report 2004
• Summary of ENRAP II Progress, October 2005
• ENRAP II: Knowledge Networking for Rural Development in Asia: A mid term review, 2005
• IFAD Report and Recommendation of the President: To the Executive Board on a proposed: *TECHNICAL ASSISTANCE GRANT TO THE INTERNATIONAL DEVELOPMENT RESEARCH CENTRE FOR THE PROGRAMME FOR ELECTRONIC NETWORKING FOR RURAL ASIA/PACIFIC (ENRAP) PROJECTS – PHASE II*
• ENRAP Supported Video Training and Documentation: A report on a second phase. Submitted by Rana Ghose, December 17, 2004
• ENRAP II: Contracts / Proposals / Travel Letters / Purchase Orders until February 2006
• ENRAP Phase II: Grant Completion Evaluation. Terms of Reference
## ANNEX III

### Master Sheet of ENRAP II Projects and Financial Contracts

<table>
<thead>
<tr>
<th>Contracts / Country</th>
<th>Description</th>
<th>Funds Approval Month</th>
<th>Duration</th>
<th>Total Amount CAD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Ms. Chongchith Chantharanonh, LAOS Reginal Economic Advancement Project, Sri Lanka</td>
<td>Training on Documentation and Writing Skills for IFAD Project Staff</td>
<td>July'03</td>
<td>90 days</td>
<td>11250</td>
</tr>
<tr>
<td>2</td>
<td>LAN Establishment Capacity Building Training for Sharing good Practices in Silang Cavite 25Aug-2 Sep'03, Registration Fees directly paid. No of Participants :4 (2 from CHARM &amp; 2 from WMCIP)</td>
<td>July'03</td>
<td>2 months</td>
<td>6900</td>
</tr>
<tr>
<td>3 Inter-Sard Training Workshop - New Delhi, India</td>
<td>Capacity Building Training for Sharing good Practices in New Delhi India 9 - 17 Sep'03, Registration Fees directly paid. Am'ting to USD 500/person. 1 participant each from SEWA &amp; North Eastern Region Community Resource, India</td>
<td>August'03</td>
<td>30 days</td>
<td>3235</td>
</tr>
<tr>
<td>4 Inter-Sard Training Workshop - New Delhi, India</td>
<td>Capacity Building Training for Sharing good Practices in New Delhi India 9 - 17 Sep'03, 1 Participant from WUPAP, Nepal. Registration Fees directly paid. Am'ting to USD 500/person.</td>
<td>August'03</td>
<td>30 days</td>
<td>1770.12</td>
</tr>
<tr>
<td>5 IFAD-UNIFM Gender Mainstreaming Programme in Asia, New Delhi, India</td>
<td>Website for IFAD-UNIFM Gender Mainstreaming Programme in Asia</td>
<td>August'03</td>
<td>30 days</td>
<td>1062.85</td>
</tr>
<tr>
<td>6 HRDP, Vietnam</td>
<td>Improving Skills for Project Formulation, Writing Reports on Project Impacts &amp; Lessons Learnt</td>
<td>September'03</td>
<td>1 year</td>
<td>950</td>
</tr>
<tr>
<td>7</td>
<td></td>
<td>March'04</td>
<td>6 months</td>
<td>9710</td>
</tr>
<tr>
<td>No.</td>
<td>Project Description</td>
<td>Details</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----</td>
<td>-------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>ENRAP National Training Workshop, India</td>
<td>Meeting with all projects in India at Manesar, Gurgaon. Virtual Resource Centre experiences shared at a WFP/IFAD/MAO Workshop in Nov 13-16, 2003 by Ms. Yiching Song &amp; Dr Qi Gubo. Mr. Badri Raj Joshi; Mr. Pavan; Mr. Laxman; Mr. Durga Prasad Bhurtel.</td>
<td>October'03 75</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>WFP / IFAD / MOA Project Management Workshop, Guilin, China</td>
<td>Virtual Resource Centre experiences shared at a WFP/IFAD/MAO Workshop in Nov 13-16, 2003 by Ms. Yiching Song &amp; Dr Qi Gubo. Mr. Badri Raj Joshi; Mr. Pavan; Mr. Laxman; Mr. Durga Prasad Bhurtel.</td>
<td>November'03 30 days 1381</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Nepal National Meeting</td>
<td>Meeting with all IFAD projects in Nepal. Prasad Bhurtel.</td>
<td>March'04 4 days 575</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Beijing Development Institute</td>
<td>Website Development for Organising Regional Meeting in Bangkok.</td>
<td>April'04 1 year 7800</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Population &amp; Community Development Association</td>
<td>June 19-21, 2004. GIS, E-mail, Internet &amp; writing skill for office staffs of WUPAP.</td>
<td>May'04 6 months 55000</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Western Uplands Poverty Alleviation Project, Nepal</td>
<td>Supporting Connectivity for Improved Knowledge Sharing and Networking among IFAD projects in Laos.</td>
<td>June'04 1 year 29800</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>CISP, Laos</td>
<td>IFAD projects in Laos.</td>
<td>August'04 33,700</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Website for BVDP, Pakistan</td>
<td>ENRAP Local Facilitator to Support IFAD Projects in Laos.</td>
<td>Sept '04 3,200</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Division of International Financial Institution (DIFI), Laos</td>
<td>ENRAP Local Facilitator to Support IFAD Projects in Laos.</td>
<td>August'04 15,700</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>Video Documentation, NERCMP and SEWA, India, Philippines</td>
<td>Consulting Contract to Rana Ghose. Consulting Contract to Ariel ICTS-to improve connectivity.</td>
<td>Oct '04 15,000</td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>Northern Mindanao project, Philippines</td>
<td>Consulting Contract to Rana Ghose. Consulting Contract to Ariel ICTS-to improve connectivity.</td>
<td>Sep' 04 16,400</td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>South FATA, Pakistan</td>
<td>Purchase equipment for Documentation of IFAD's decentralisation experience in Vietnam.</td>
<td>Nov '04 4,600</td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>Academy of Finance, Vietnam</td>
<td>Equipment for Connectivity.</td>
<td>Nov '04 9400</td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>DASP, Pakistan</td>
<td>Contract sent 20th Dec04.</td>
<td>6300</td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>DIFI-Laos: Laos ENRAP national meeting</td>
<td>ENRAP Local Facilitation in China.</td>
<td>Jan '05 4055</td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>FCPMC, China</td>
<td>Documenting and sharing best practices with various users.</td>
<td>Mar'05 1 year 30,900</td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>CHARM</td>
<td>Documenting and sharing best practices with various users.</td>
<td>Mar '05 9 months 18,525</td>
<td></td>
</tr>
<tr>
<td>No.</td>
<td>Organization</td>
<td>Activity</td>
<td>Training Duration</td>
<td>Total Cost</td>
</tr>
<tr>
<td>-----</td>
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<td>----------</td>
<td>-------------------</td>
<td>------------</td>
</tr>
<tr>
<td>26</td>
<td>Grail Consulting Services</td>
<td>GIS training to IFAD project partners in New Delhi - Pradeep Shrestha, Nepal, Keshav Acharya, Nepal, Yolando Arban, Philippines, Jose Roi Avena, Philippines, Priyantha Senaka Adikaram, Srilanka, Susana Perez, Philippines, Waseem-ul-Haque, Pakistan</td>
<td>Apr '05</td>
<td>2 months</td>
</tr>
<tr>
<td>27</td>
<td>Grail Consulting Services</td>
<td>Digital Video Training, LAOS-OCISP</td>
<td>Apr '05</td>
<td>2 months</td>
</tr>
<tr>
<td></td>
<td>(2 consulting contracts)</td>
<td>Training on Digital Video documentation to project partners in Laos</td>
<td></td>
<td></td>
</tr>
<tr>
<td>28</td>
<td>Rana Ghosh</td>
<td>Laos trip to India: DIFI</td>
<td>May '05</td>
<td>2 months</td>
</tr>
<tr>
<td>29</td>
<td>DIFI Laos</td>
<td>IFAD-Lao project visits to Indian projects</td>
<td>May '05</td>
<td>6 months</td>
</tr>
<tr>
<td>30</td>
<td>SEWA</td>
<td>Providing facilitation to Laos team national networking of IFAD projects and thematic sharing of experiences</td>
<td>Jun '05</td>
<td>3,383</td>
</tr>
<tr>
<td>31</td>
<td>WUPAPNepal</td>
<td>Nepal experience sharing meeting</td>
<td>May '05</td>
<td>2 months</td>
</tr>
<tr>
<td>32</td>
<td>MSSRF India</td>
<td>Experience sharing meeting</td>
<td>May '05</td>
<td>2 months</td>
</tr>
<tr>
<td>33</td>
<td>COMSATS Pakistan</td>
<td>Experience sharing meeting</td>
<td>June '05</td>
<td>2 months</td>
</tr>
<tr>
<td>34</td>
<td>COMSATS Pakistan-Chilas</td>
<td>Connectivity feasibility study</td>
<td>July '05</td>
<td>6 months</td>
</tr>
<tr>
<td>35</td>
<td>FCPMCCChina</td>
<td>Experience sharing meeting and follow-up networking</td>
<td>Aug-Sept '05</td>
<td>3 months</td>
</tr>
<tr>
<td>36</td>
<td>ULIPH: connectivity Study by Monica Raina and Mahabir Pun</td>
<td>Philippines experience sharing meeting</td>
<td>Aug '05</td>
<td>6 months</td>
</tr>
<tr>
<td>37</td>
<td>NMCIRMPPhilippines</td>
<td>Experience sharing meeting</td>
<td>Aug '05</td>
<td>2 months</td>
</tr>
<tr>
<td>No.</td>
<td>Project Description</td>
<td>Implementation Details</td>
<td>Start Date</td>
<td>Duration</td>
</tr>
<tr>
<td>-----</td>
<td>--------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
<td>------------</td>
<td>----------</td>
</tr>
<tr>
<td>38</td>
<td>NERCRMP Systemisation exercise, India</td>
<td>Systematisation technique of documentation in the field at NERCRMP, West Garo Hills</td>
<td>Oct '05</td>
<td>2 months</td>
</tr>
<tr>
<td>39</td>
<td>HRDP Vietnam Decentralisation Video film editing</td>
<td>Rana Ghose Website development and training wireless connectivity for community radio: demonstration workshop for project and community stakeholders Vickram Krishna Arun Mehta Minati Dash</td>
<td>Oct '05</td>
<td>1 month</td>
</tr>
<tr>
<td>40</td>
<td>SFATA, Pakistan</td>
<td>Website development and training wireless connectivity for community radio: demonstration workshop for project and community stakeholders Vickram Krishna Arun Mehta Minati Dash</td>
<td>Nov '05</td>
<td>6 months</td>
</tr>
<tr>
<td>41</td>
<td>Radiophony: wireless community radio workshop for ULIPH stakeholders, India- 4 consulting contracts</td>
<td>Leela Dhar Joshi Train the project staff in Nepal on Video documentation Strengthening Knowledge Sharing Capacity to Assist Effective. Timel and User Friendly Communication among IFAD project staff thro’ electronic means</td>
<td>Dec '05</td>
<td>1 month</td>
</tr>
<tr>
<td>42</td>
<td>Video Documentation, Training Pankaj Gupta, Nepal</td>
<td>Train the project staff in Nepal on Video documentation Strengthening Knowledge Sharing Capacity to Assist Effective. Timel and User Friendly Communication among IFAD project staff thro’ electronic means</td>
<td>Dec '05</td>
<td>3 months</td>
</tr>
<tr>
<td>43</td>
<td>FCPMC, China</td>
<td>Knowledge Management Workshop</td>
<td>Jan '06</td>
<td>1 month</td>
</tr>
<tr>
<td></td>
<td>ACPD, Bangkok</td>
<td>Knowledge Management Workshop</td>
<td>Jan '06</td>
<td>1 month</td>
</tr>
</tbody>
</table>

**Total Amount** 501368.8

**Amount Budgeted in first Year**

**Amount Budgeted for second year** 150000
ANNEX IV

ENRAP Phase II: Grant Completion Evaluation
Terms of Reference

Nature of assignment:

The consultant will conduct a Grant Completion Evaluation of the Programme for Knowledge Networking for Rural Development in Asia-Pacific Region (ENRAP) – Phase II, whose closing date is May 2006. The consultant will assess sustainability of ENRAP and envision an exit strategy for the Grant activities. The Grant Completion Evaluation Report recommendations would be considered for the design of the next phase of activities related to Information and Communication Technology (ICT) in IFAD funded projects in Asia and the Pacific.

Objectives

The broad objective of the Grant Completion Evaluation is to assess the degree to which the co-funding and implementing agency, IDRC, has successfully achieved the overall goals and objectives set forth in its Technical Assistance Grant Design Document of March 2002.

The general objective of ENRAP Phase II was to help IFAD funded projects in Asia to become more effective in documenting and sharing learning and experiences about good practices in rural development, particularly for the benefit of the poor communities, primarily through electronic media.

The evaluation should therefore assess the activities implemented by ENRAP in the last four years against the ICT needs of IFAD funded projects, the value added of such activities and their integration with the projects. It is also aimed at assessing the results of ENRAP programme activities and their impact on stakeholders, and the lessons learned in the process of attaining or not attaining these results.

The evaluation should focus on all components of the Grant including technical issues such as connectivity and computer applications; institutional capacity building; knowledge sharing/management and communication planning; setting up of local, national and regional networks. The aim is to analyse the activities and impact of ENRAP programme at different levels, such as within and across IFAD funded projects, national and regional networks and IFAD headquarters. Particularly interesting would be an understanding of how ENRAP, ICT and enhanced communication management can support IFAD funded projects. Other relevant areas of investigation would be an understanding of networking dynamics at local, national and regional levels, a perspective on management of communication within and among projects and on adequate provision of financial resources.

The overall output of the evaluation will be a Grant Completion Evaluation Report, providing the following information:

- Background information on the grant
- Impact domains (what has been achieved, both intended and unintended)
- Attribution of impacts (how these impacts were achieved)
- Learning (what has been learned as a result of this grant)
- Evaluation Methodology
Timing

The evaluation will take place in four weeks. The first phase will take place over four weeks including visits to IDRC, ENRAP coordination office in New Delhi and selected IFAD funded projects where ENRAP activities have been taking place. A second phase will be dedicated to report writing. The final report is expected by ... 20056.

Activities

It is proposed that the consultant undertake the following:

a) In IDRC and IFAD headquarters and IDRC regional center in New Delhi review key documents related to ENRAP grant and hold meetings with concerned staff. These include:

Grant Design Document
Thematic Evaluation ENRAP I, mid term evaluation report
Annual Reports
Annual Reviews Reports
AW&B reports
Workshops highlights
ENRAP website
M&E reports

b) Visit a representative sample of the countries in which ENRAP is active, holding meetings with project staff and conducting field visits

c) Follow up on issues raised by the 2005 Mid Term Review of ENRAP and on how IDRC has addressed raised constraints

d) Prepare a preliminary Grant Completion Evaluation Report for circulation to IFAD and for comments

e) After incorporating any comments received, prepare a final report for submission to IFAD by no later than ... 2006.

Outputs

Upon return from mission, you will be expected to summarise your findings and conclusions in a Back to Office Report.

The primary elements of the Grant Completion Evaluation Report will include the following:

- Executive summary of no more than five pages as a preface.

I. Background information on grant

- Problem definition: on which assumptions was the research based, or what were the key constraints in term of developing a rural network in the region it was intended to address?
- Objectives: knowledge-related; development-oriented; complementary to and building on previous work (where applicable).
- Expected outputs: qualitative and quantitative, indicators provided.
- Strategy, including description of implementation partnership (particular emphasis on innovative institutional arrangements, among other features).

II. Impact domains (what has been achieved, both intended and unintended)
• Generation of new knowledge: research findings, technical or organizational innovations, methodological insights.
• Strengthening of capacities: institutional capabilities of projects staff to undertake horizontal communication through electronic networking; individual skills and competences including technology-related, changes in attitudes, norms and values;
• Impacts on target group(s): access to hardware, connectivity and computer applications, access to information and knowledge, sharing of lessons learned.
• Impact on institutions of IFAD funded projects: progress towards the establishment of a sustainable rural networking within the region; strengthened orientation towards better communication and sharing of lessons between projects, and between projects and IFAD.
• Other (grant specific)

III. Attribution of impacts (how)

• Specificity of the context and information available: describe the unique features, if any, of the agro-ecological, social, institutional, economic and human setting into which the programme was implemented and evaluate reliability and quality of sources available (progress reports, M &E, reviews, etc.).
• Impact chain: analyse relationships between activities, outputs, effect and impact, showing the sequence leading to the achievement of a given impact (either positive or negative).
• Factors enhancing or enabling impact: identify underlying causes that facilitated achievement of targets or that hindered programme progress. Mention measures taken to reorient the programme or address constraints.
• Sustainability of processes and mechanisms put into place: emphasis is placed on both financial aspects (recurrent costs coverage) and on the degree to which the participatory research process and/or the training activities are owned by the actors involved and embedded in the concerned communities.

IV. Learning

• Conceptual aspects: were the research objectives clearly formulated and logical, were the research design and the activities realistic?
• Scaling-up opportunities: to what extent the programme has been linked to development activities, what is the degree of accessibility and acceptability of the programme outputs, what dissemination pathways have been explored?
• Conditions for replication: what are the context-specific outcomes of the programme, what are the inputs required for ensuring up-take?
• For research programmes: further research needed - what are the new research questions that emerged, how crucial are they for the relevance of the programme outputs?
• For training programmes: were the training content and the methodology appropriate for addressing the gaps identified?

V. Evaluation Methodology

• Timing, calendar of activities: dates, period, different stages foreseen such preparation/document reading, briefing, field, debriefing.
• Representative sample/visits (criteria for selection, justification)
• Method of investigation (in-depth surveys, PRAs, etc.)
• Presentation and discussion of findings/recommendations.
• Budget

Conclusions and Recommendations
ANNEX V

About the Consultant: Brief Resume

VIKAS NATH
http://www.VikasNath.org

Vikas Nath works as Advisor to the Executive Director, South Centre (an Intergovernmental Organization) in Geneva, Switzerland. In addition he also consults on E-governance, IT for development and broadband initiatives to several organizations worldwide.

For the last 12 years, Mr. Nath has been involved with conducting research, designing and evaluation of projects, on application of information technology in agriculture, small and medium enterprises, public sector reforms, good governance and rural development in over 35 countries in USA, Europe, Eastern Europe and CIS, Middle East and North Africa, and Central and South Asia. In 2005, he was the Co-Chair of the Agriculture Commission at the World Information Technology Forum (WITFOR), Botswana and holds this position for the next WITFOR summit in 2007.


Mr. Nath is an Inlaks Scholar (2000-1), London School of Economics, UK.

He holds 2 Masters Degree, one in Environment and Development from the London School of Economics (UK) and the other in Natural Resources Management from the Indian Institute of Forest Management-IIFM (India).

Mr. Nath previously worked as Policy Analyst with the United Nations Development Programme (UNDP) in New York where he carried out research on provisioning and financing of global public goods including Internet and the Global Communications Network. He has also worked with the Ministry of Environment and Forests, Government of India, as a Trainer and Knowledge Manager on Agenda 21 and Environment and Sustainable development issues, and with ActionAid and Aga Khan Rural Support Programme as Rural Development Specialist.

Mr. Nath can be contacted at http://www.vikasnath.org or at vikas.nath@gmail.com