

## Appendix V – Example Key Files

These key files are matrix/tables based on those required for the IFAD Design Document for new IFAD projects.

**Table 1: Rural Poverty and Rural Sector Issues**

Priority areas	Affected group	Major issues	Actions needed
Severe to moderate malnutrition, especially among children and women	Small tenants, and landless households	Limited or no access to land for the production of the staple crop, sorghum, due to inefficiency in capturing the floods of the Gash river, land fragmentation, and accumulation of land by the clan leaders. These households rely on solidarity from the clan leaders and members, and on external food assistance.  Access to alternative opportunities is restricted by illiteracy, limited mobility (for women), morbidity (for women and men), and appropriate financial mechanisms.	<ul style="list-style-type: none"> <li>• Conduct a land use survey in order to determine tenancy distribution, irrigation and cultivation frequency.</li> <li>• Develop alternative options for the re-distribution of the land and for increasing security of tenure, especially in favour of poor households and women.</li> <li>• Rehabilitation of the Gash flood irrigation scheme to increase use efficiency of captured water.</li> <li>• Develop rational use of forestry resources by herders, charcoal makers and builders, in order to guarantee a sustainable stream of benefits for concerned parties.</li> <li>• Develop income-earning potential for poor households through literacy, vocational training and small credit disbursement to women and men.</li> <li>• Nutrition and health awareness for women and men.</li> <li>• Set up of a Disaster Preparedness Fund.</li> </ul>
Invasion of arable land by mesquite trees	Gash rehabilitation corporation, Farmers' Union, Ministry of Agriculture, charcoal makers (young men, poor men)	Expansion of mesquite is due to poor management of water, and weeding. It is now used as a source of fodder and also used by the poor to generate income from charcoal making. Given the areas that are covered with mesquite, one can say that it has become the second most important crop in the Gash area after sorghum.	<ul style="list-style-type: none"> <li>• Conduct a livelihood assessment in order to determine benefits and disbenefits from mesquite.</li> <li>• Develop alternative options for the management of mesquite trees, and for managing the demand for wood as source of energy and as construction material.</li> <li>• Diversify sources for fodder production and for generating off-farm income.</li> </ul>
Low irrigation efficiency	All farming groups, Farmers' Union, Gash Authority, MoA, and federal MoF.	This situation is due to a number of inter-related issues: lack of timely and comprehensive maintenance because of poor financing; low recovery of operation and maintenance costs because of low payment of water rates; low accountability and transparency for the financial support provided from Federal government.  Tenants are not willing to pay because they do not see a direct link between payment of water rates and improvement in irrigation efficiency. In addition, the intermittent, unreliable and insecure access to irrigated land does not encourage investments in goods that have a collective economic value.	<ul style="list-style-type: none"> <li>• Negotiate with different stakeholders a shared vision for the equitable and sustainable development of the Gash.</li> <li>• Negotiate modalities for stability and security of land tenure.</li> <li>• Negotiate modalities for cost recovery, introduction of cash crops in order to sustain O&amp;M, diversify and increase farming incomes.</li> <li>• Negotiate roles and responsibilities of Gash Corporation, Farmers' Union and farmers.</li> <li>• Outcome of negotiations is embodied in a set of statutes that would have the force of law.</li> <li>• Rehabilitate the scheme.</li> </ul>

Priority areas	Affected group	Major issues	Actions needed
Poor livestock productivity	All herders and livestock owners from the Beja and non Beja tribes	Re-stocking since the drought of 1984 has been uneven among the livestock owners. The Rashaidah seem to have been able to reconstitute their stocks whereas the Hadendowa have not been able to. Livestock productivity is constrained by decrease in her size per Hadendowa household, lack of forage sources and high cost of supplementary feed. Also, the husbandry practices emphasize quantity of herds rather than productivity and quality. The Gash die area is the major livestock production zone and the productivity of the range depends on water run-offs caused by the poor maintenance of the flood irrigation scheme.	<ul style="list-style-type: none"> <li>• Develop management capacity of Gash Corporation, Farmers' Union and water users' associations.</li> <li>• Establish an effective livestock extension service and integrate into the existing extension system.</li> <li>• Improve forage production on the GAS.</li> <li>• Rehabilitation of the flood irrigation scheme and water management should also take into consideration livestock and range needs.</li> <li>• Loans to help households re-stock.</li> </ul>
High illiteracy rates among women and men	All groups	Education and literacy is increasingly in demand, particularly among women. High illiteracy persists as "khalwa religious education" seems to be preferred to formal education ; high costs of children education ; and high involvement of girls and boys in domestic and agricultural tasks.	<ul style="list-style-type: none"> <li>• Rehabilitation of existing schools and their facilities in order to make it more attractive for enrolment of girls (walls, female teachers, etc...)</li> <li>• Alternative community and state financing for the poorest households.</li> <li>• Diversify household income and introduce labour saving techniques that would decrease reliance on child labour.</li> </ul>

This table is derived from the poverty and sectoral analysis. Information to support the analysis may be derived from COSOP background studies, but is often already available from other documents (e.g. World Bank, regional bank or other donor's agricultural sector paper and/or poverty review, national Poverty Reduction Strategy Paper), and should be interpreted in light of IFAD's goals and proposed country strategy. The gaps identified (column 3: Actions needed) may lead into proposed COSOP Strategic Objectives, however it should be recognised that many of these needs may be outside the scope of IFAD interventions or being addressed by other donors.

**Table 2: SWOT analysis of key partner organizations**

ORGANISATION	STRENGTHS	WEAKNESSES	OPPORTUNITIES/THREATS	REMARKS
<b>Enablers</b>				
State Ministry of Education (MOE)	<ul style="list-style-type: none"> <li>• Qualified staff</li> <li>• Teachers employed and deployed in rural centres</li> <li>• Training capabilities especially for women and youth</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of resources</li> <li>• Lack of operating funds</li> <li>• Classic bureaucratic attitude and mind-set</li> </ul>	<ul style="list-style-type: none"> <li>• Possible entity for women's literacy programmes and awareness outreach</li> <li>• Provision of secondary education to semi-nomadic children</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of primary and secondary education</li> <li>• Implementation of women's education programmes</li> </ul>
State Ministry of Engineering Affairs (MEA)	<ul style="list-style-type: none"> <li>• Water supplied to Aroma and Tendeli</li> <li>• Staff capability for water supply operation and maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of resources</li> <li>• Lack of operating funds</li> <li>• Classic bureaucratic attitude and mind-set</li> <li>• Water supply network in urgent need of replacement</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced role in water point construction and maintenance</li> <li>• Provision of machinery services for road construction and maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of rural water supplies</li> <li>• Registration and supervision of maintenance for potable water points</li> </ul>
Local Government	<ul style="list-style-type: none"> <li>• Linkage with the rural population</li> <li>• Provision of education and health services in rural centres</li> <li>• Large pool of staff</li> </ul>	<ul style="list-style-type: none"> <li>• Poor revenue base to provide essential services</li> <li>• Reliance on State remittances for salaries and wages</li> <li>• Poor governance</li> <li>• Lack of accountability</li> </ul>	<ul style="list-style-type: none"> <li>• Improved local governance and liberalization</li> <li>• Participation in land tenure</li> <li>• Enhanced primary education and health services</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of health, education and local water supplies, and rural roads maintenance</li> </ul>
<b>Service Providers</b>				
Agricultural Bank of Sudan (ABS)	<ul style="list-style-type: none"> <li>• IFAD culture with degree of flexibility in lending modalities</li> <li>• Bank branch in Kassala</li> <li>• Experienced provision of financial services to smallholders</li> </ul>	<ul style="list-style-type: none"> <li>• High overhead costs and lending rates</li> <li>• Declining role in development financing</li> <li>• Limited in</li> </ul>	<ul style="list-style-type: none"> <li>• Innovative financial services to poor farmers and community groups</li> <li>• Input supply and linkage to Gash Development Authority</li> <li>• Marketing Services</li> </ul>	<ul style="list-style-type: none"> <li>• Formal credit provider in previous IFAD projects</li> </ul>
<b>Client Organisations</b>				

This analysis is designed to help characterise the prospective local partners for IFAD's interventions and other activities with regard to their known strengths and foreseeable potential, and current weaknesses and possible future deficiencies. In addition it underscores the capacity building needs that projects would have to address, either directly or through a change in policy. The organisations are categorised as: enabling institutions, i.e., those charged with developing policy frameworks and allocating resources (usually government, national or local), service providers, e.g., banks, NGOs, training institutions (may also include government entities) and client organisations, e.g., water user associations, village associations, etc. Where possible, organisational capacities and processes would be captured, including, organisational culture and (power) relations with other organisations.

**Table 3: Donor activities and key partnership opportunities with IFAD**

Agency	Priority sectors and areas of focus		Period of current country strategy	Complementarity/Synergy Potential
<b>World Bank</b>	<ul style="list-style-type: none"> <li>• Human development (education, health, nutrition)</li> <li>• Rural development (agriculture, rural infrastructure, non-farm sector)</li> <li>• Private sector development</li> </ul>		<ul style="list-style-type: none"> <li>• 2001-2004</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Agriculture:</b> WB and IFAD are active members of the Local Consultative Group on Agriculture, which is currently chaired by the Bank. IFAD and the WB are currently jointly preparing a programmatic re-engagement in the agricultural sector (entitled the National Agricultural Technology Programme - NATP).</li> <li>• <b>Microfinance:</b> WB and IFAD are active members of the Local Consultative Group on Finance, currently chaired by the Bank. WB and IFAD are both actively supporting the PKSF microfinance programme. This long term institutional support is likely to continue in the future.</li> </ul>
<b>Asian Development Bank</b>	<ul style="list-style-type: none"> <li>• Promoting Sustainable Economic Growth                             <ul style="list-style-type: none"> <li>a. Agriculture and Natural Resources</li> <li>b. Transport and Communications</li> <li>c. Energy</li> <li>d. Financial Sector (including SMEs)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Fostering Social Development                             <ul style="list-style-type: none"> <li>a. Education</li> <li>b. Urban Water Supply, Sanitation, and Urban Development</li> <li>c. Health</li> </ul> </li> <li>• Good Governance</li> </ul>	<ul style="list-style-type: none"> <li>• 2006-2010</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Agribusiness:</b> Both AsDB and IFAD are actively supporting agri-business development in Bangladesh. There are opportunities for sharing of lessons on the experience gained in this field. Given IFAD's future focus on rural entrepreneurs in the new country strategy, there may be opportunities to cofinance future agribusiness programmes should suitable opportunities arise.</li> <li>• <b>Rural infrastructure (transport, water resources):</b> IFAD and AsDB have had a long term partnership in support of LGED rural infrastructure programmes in Bangladesh. This partnership could continue in the future should suitable opportunities arise.</li> </ul>
<b>Japan (JICA / JBIC)</b>	<ul style="list-style-type: none"> <li>• Agricultural/rural development;</li> <li>• Education;</li> <li>• Health</li> <li>• Arsenic contamination countermeasures program</li> <li>• Electricity</li> </ul>	<ul style="list-style-type: none"> <li>• Roads and bridges</li> <li>• Information and communications technology</li> <li>• Environment (air pollution countermeasures and waste disposal);</li> <li>• Private-sector development (export industries);</li> <li>• Disaster countermeasures.</li> </ul>	<ul style="list-style-type: none"> <li>• From 2000</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Infrastructure:</b> IFAD and Japan have had a long term partnership in support of LGED rural infrastructure programmes in Bangladesh. This partnership could continue in the future should suitable opportunities arise.</li> <li>• Recent discussions between JICA, JBIC and IFAD have focused on possibilities to share lessons on haor/char development, microfinance, and crop sector development/diversification.</li> </ul>
<b>DFID (UK)</b>	<ul style="list-style-type: none"> <li>• Pro-poor growth</li> <li>• Human development</li> <li>• Women's advancement</li> </ul>	<ul style="list-style-type: none"> <li>• Social protection</li> <li>• Participatory governance</li> </ul>	<ul style="list-style-type: none"> <li>• 2003 to 2006</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Access to common property resources:</b> IFAD and DFID have a long term ongoing partnership in the fisheries sector through jointly financing the Community Based Fisheries Management Programme. This partnership might continue in the future should suitable opportunities arise.</li> <li>• <b>Micro-finance:</b> DFID and IFAD are both active members of the LCG on finance and both institutions are planning to work together in support of a new microfinance innovation programme entitled PROSPER.</li> <li>• <b>Small enterprise development:</b> DFID is currently funding a programme entitled KATALYST which supports business development services in Bangladesh. Given IFAD's future focus on rural entrepreneurs, there may be opportunities to work together in support of agribusiness programmes, should suitable opportunities arise.</li> </ul>
<b>USAID</b>	<ul style="list-style-type: none"> <li>• Health</li> <li>• Food security for vulnerable groups</li> <li>• Improved management of open water and forest resources</li> </ul>	<ul style="list-style-type: none"> <li>• Growth of agribusiness and small business</li> <li>• Strengthening institutions for democracy</li> <li>• Improved performance of energy</li> </ul>	<ul style="list-style-type: none"> <li>• 2000 to 2010</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Access to common property fishery resources:</b> Both IFAD and USAID have supported community based fisheries projects (MACH, CBFM) for many years in Bangladesh and there are opportunities for sharing of lessons between the two institutions.</li> <li>• <b>Small enterprise development:</b> USAID has been supporting private sector development</li> </ul>

Agency	Priority sectors and areas of focus		Period of current country strategy	Complementarity/Synergy Potential
		sector		and agribusiness development for many years. Given IFAD's future focus on rural entrepreneurs in the new country strategy, there may be opportunities to work together in this sector.
<b>DANIDA</b>	<ul style="list-style-type: none"> <li>• Agriculture (including rural roads)</li> <li>• Water and sanitation</li> </ul>	<ul style="list-style-type: none"> <li>• Human rights, democracy and good governance</li> <li>• Local grant authority</li> </ul>	<ul style="list-style-type: none"> <li>• 2005 to 2009</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Agriculture</b> : DANIDA and IFAD have been supporting agricultural development in Bangladesh for many years. This is likely to continue through DANIDA's new ASPSP II and the IFAD/WB financed NATP. There will be major opportunities for cooperation and lesson sharing between these new programmes.</li> <li>• Recent discussions between IFAD and DANIDA have focused on possible cooperation in the southern chars, with links between IFAD's Market Infrastructure Development Project and DANIDA's new ASPSP II.</li> </ul>
<b>Netherlands</b>	<ul style="list-style-type: none"> <li>• Health</li> <li>• Education</li> <li>• Water</li> </ul>		<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Infrastructure related to the water sector:</b> Netherlands, AsDB and IFAD have a long term partnership in the small-scale water resource sector. This partnership could continue should suitable opportunities arise.</li> <li>• <b>Chars:</b> There is an ongoing co-financing partnership between Netherlands and IFAD in support of poverty reduction in the southern chars of Bangladesh. This partnership will likely continue for the next 7 years.</li> </ul>
<b>CIDA (Canada)</b>	<ul style="list-style-type: none"> <li>• Health</li> <li>• Education</li> </ul>	<ul style="list-style-type: none"> <li>• Governance</li> <li>• Private sector development (including SME, agriculture)</li> </ul>	<ul style="list-style-type: none"> <li>• 2003-2008</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Micro-finance</b> : CIDA and IFAD are both active members of the LCG on finance and both institutions are planning to work together in support of a new microfinance innovation programme entitled PROSPER.</li> </ul>
<b>SDC (Switzerland)</b>	<ul style="list-style-type: none"> <li>• Non Formal Education</li> <li>• Micro and Small Enterprise Promotion</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable Land Use</li> <li>• Local Governance</li> </ul>	<ul style="list-style-type: none"> <li>• 2003-2007</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Micro-finance:</b> SDC and IFAD are both active members of the LCG on finance and both institutions are planning to work together in support of a new microfinance innovation programme entitled PROSPER.</li> <li>• Both IFAD and SDC have prioritized working in the north-eastern district of Sunamganj. There are opportunities to coordinate implementation approaches in this district, for example work through the same community groups.</li> </ul>
<b>SIDA (Sweden)</b>	<ul style="list-style-type: none"> <li>• Social development (health, education, gender equality, access to social services)</li> <li>• Democracy, local government, economic development</li> </ul>		<ul style="list-style-type: none"> <li>• 2002 to 2005</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Microfinance:</b> SIDA and IFAD are both active members of the LCG on finance and both institutions are planning to work together in support of a new microfinance innovation programme entitled PROSPER.</li> </ul>

This table should describe interventions (projects/programmes) sponsored by major donors that are currently ongoing or planned in the country that relate to the proposed COSOP strategic objectives. The last column of the table should identify potential for complementarity and synergy between the donor initiatives and the proposed SOs.

The activities of other donors in key sectors would be tabulated in Key File Table 3 (Donor Activities and Key Partnership Potential). In many countries this could show individual donor projects, however in some countries with high levels of donor activities, it may be necessary to show donor activities on a sub-sector basis to keep the table to a manageable size (1-2 pages). In either case, the table should also show where there are existing or potential linkages with IFAD activities.

**Table 4: Target groups for the COSOP and proposed IFAD response**

Typology	Poverty Level and Causes	Coping Actions	Priority Needs	Support from Other Initiatives	COSOP Response
<b>Extreme poor with productive potential</b>	<b>Extreme</b> <ul style="list-style-type: none"> <li>• Under 1,800 kcals/head/day</li> <li>• Few assets (poultry)</li> <li>• No land or only 0.05 acres</li> <li>• Floating population and migrants</li> <li>• Victims of natural disasters not yet resettled</li> <li>• Little access to credit (even informal)</li> <li>• Few economically active household members</li> </ul>	<ul style="list-style-type: none"> <li>• Search for temporary employment and accommodation</li> <li>• Domestic service</li> <li>• Scavenge food, fuel and fish</li> <li>• Sell possessions (cooking utensils) at time of hardship</li> </ul>	<ul style="list-style-type: none"> <li>• Employment</li> <li>• Food assistance</li> <li>• Homestead</li> <li>• Limited self employment</li> <li>• Health, nutrition support</li> </ul>	<ul style="list-style-type: none"> <li>• Employment generation such as WFP food-for-work and LGED labour contracting societies</li> <li>• Food transfers such as vulnerable group development</li> <li>• Housing / settlement programmes such as Ardasha Gram..</li> <li>• Target group for BRAC Targeting the Ultra Poor Programme giving income support, grants, intensive training and social support.</li> <li>• Target group PKSF's Financial Services for the Poorest project.</li> <li>• Limited participation in micro-credit but for income generating activities still limited by lack of assets and household labour, high drop-out rate.</li> </ul>	<ul style="list-style-type: none"> <li>• Target group for employment on labour intensive rural infrastructure works</li> <li>• Fishers often in this category – may benefit from improved access to common property fishing resources</li> <li>• Other projects may enable access to land and micro-credit for this group.</li> <li>• This group will also benefit from employment on farms and rural and peri-urban enterprises supported by future programmes.</li> </ul>
<b>Small farmers/ entrepreneurs</b>	<b>Vulnerable</b> <ul style="list-style-type: none"> <li>• Small farmers vulnerable to agricultural disasters</li> <li>• Debt burden</li> <li>• Lack access to bank credit and NGO microfinance</li> <li>• Low profitability of farming</li> <li>• Lack access to markets etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Migration</li> <li>• Credit from relatives and moneylenders, mortgage land</li> <li>• Some join NGO micro-credit groups</li> <li>• Livestock</li> <li>• Small businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Agricultural development</li> <li>• Small business promotion</li> <li>• Health</li> <li>• Education</li> </ul>	<ul style="list-style-type: none"> <li>• Agricultural extension programmes</li> <li>• Some participate in NGO micro-credit programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Small and marginal farmers are target group for agricultural technology support.</li> <li>• Small rural entrepreneurs target group for enterprise development</li> </ul>

This table provides a typology of the groups that are to be targeted by the COSOP SOs. Their specific needs that the SOs will address (or not – it is also important to recognise which needs will NOT be addressed by the project and why) are also elaborated. There are several possible ways of grouping the beneficiaries. Minimum differentiating attributes include indicators of economic and social positions, for instance as per: (i) access to land (own and common property), (ii) main production system (including access to irrigation), (iii) perceived wealth ranking by society, (iv) assets (including type of livestock owned), (v) sources of income (including off-farm activities), (vi) ethnic origin (indigenous/non), (vii) migratory pattern if any, (viii) food security/vulnerability (average length of yearly food shortage), etc. Gender differentiation is an important concern when describing the composition of the groups within the target group. As many (or as few) categories should be used to describe the project target group.

Insights into the causes of poverty, coping actions and priority needs may be obtained from a combination of existing studies, key informants and any background studies carried out for the COSOP – especially participatory poverty assessments.