

Scaling up note



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Indonesia - Rural Empowerment and Agricultural
Development (READ) Programme

The context

Indonesia is the largest economy in South-East Asia and has developed rapidly over the past decade into a competitive and decentralized electoral democracy with a fast growing middle class. Despite the country's positive progress in reducing poverty, vulnerability and inequality remain high. Nearly 40 per cent of Indonesians are highly vulnerable to shocks, which can push them back below the poverty line.

Three out of five Indonesians live in rural areas and farming is their main occupation. The agricultural sector's value added as a percentage of the gross domestic product (GDP) was reported at 14 per cent in 2013. While the agricultural sector's share of the country's GDP declined markedly during the last five decades, it still provides income for the majority of Indonesian households.

With its vast and abundant fertile soils, Indonesia is a major global producer of a wide variety of tropical products. In addition, fisheries are one of the resources with a high potential in Indonesia. Besides being an important food source, fish is also a commercial commodity with a huge potential for export and foreign exchange earnings. It is estimated that 7.9 million Indonesian fishers are engaged in small-scale fisheries, accounting for 92 per cent of the overall fisheries production.

Rural poverty reduction is a national priority. The current medium-term development plan sets ambitious targets for food security and farmers' empowerment, including food sovereignty in four key commodities – rice, corn, soybeans and sugar. This has resulted in recent increases in public expenditure for agricultural development.

Given that Indonesia is a middle-income country, financial resources are becoming increasingly available, yet the government requires technical support in designing and supervising development projects. Over the years, IFAD has been recognized as a partner that provides expert technical input and policy advice for innovative pilot initiatives in rural development. By strategically pursuing a scaling-up pathway and providing expertise for projects implemented with larger government funding, IFAD can make a significant contribution to poverty reduction.

Key elements of IFAD's country programme

At the country level, IFAD has, in particular, accumulated experience in working with village communities in remote disadvantaged areas such as those in Eastern Indonesia. Its area of competence includes organizing smallholder producers at the village level and enabling them to enhance their productivity through access to a range of skills, infrastructure, inputs and technologies. More recently, IFAD has also assisted in facilitating links with the private sector. IFAD plays an essential role in equipping the rural poor with the means to interact more equitably with new market forces and in making market relationships work for them.

IFAD's 2015-2019 Country Strategic Opportunities Programme (COSOP) will be closely aligned with the 2015-2019 National Medium-Term Development Plan, which sets specific objectives with regard to poverty alleviation, food security and improved nutrition. Consultations with the Government of Indonesia and other development partners held in August 2015 pointed towards three possible strategic objectives for the forthcoming COSOP: (1) access to services and markets; (2) risk adaptation and mitigation strategies; and (3) capacity for sustainability and scaling up of strategic objectives 1 and 2.

IFAD will continue its lending operations, with US\$70-100 million expected to be available for the forthcoming financing cycle. Grants will be strategically used to engage in policy dialogue, knowledge management and South-South exchange. With the opening of the country office in 2015, IFAD is presented with a crucial opportunity to strengthen its policy support and create opportunities for scaling up.

The scaling-up experience in Indonesia

The 2014-2015 Interim IFAD Country Strategy, which was developed to align the next COSOP with the National Medium-Term Development Plan, specifically identified scaling up as a goal of IFAD operations: "IFAD will support the innovation and scaling-up agenda through both its ongoing and new projects in the country programme". As IFAD is a relatively "small" partner in terms of development financing, the Government of Indonesia requested it to pilot rural development approaches that may be later brought to scale. The 2015-2019 COSOP will make scaling up even more of a "mission critical". Considering the need for rural development in Indonesia and IFAD's rather limited resources, the best use of these resources to ensure a large-scale impact would be to design, pilot and optimize development models for scaling up throughout the country.

While the scaling up of IFAD-supported innovations has occurred a number of times since operations first began in 1980, these were largely undocumented. Recent and ongoing examples of scaling up in Indonesia include: (i) the pro-poor microfinance approach that was tested under the Income-Generating Project for Marginal Farmers and Landless in Indonesia (P4K) and scaled up by the Bank Rakyat Indonesia (BRI); (ii) the community-based development model applied by the Post-Crisis Program for Participatory Integrated Rural Development in Rain-Fed Areas (PIDRA) and scaled up through the national village food sufficiency programme; (iii) the approach to empower smallholder farmers and enhance production and market access, as developed under the Rural Empowerment and Agricultural Development (READ) Programme in Central Sulawesi; (iv) the public-private partnership with Mars Chocolate Inc. piloted under READ; and (v) the rural development approach piloted under the National Programme for Community Empowerment (PNPM, more specifically its PNPM Agriculture component) in Papua and West Papua. To exemplify the scaling-up process, the latter three examples are described below in more detail.

Smallholder empowerment and productivity increase: The READ Programme was implemented from November 2008 to December 2014 with the overall goal to promote a sustainable improvement in the livelihoods of the rural poor in five districts of Central Sulawesi, one of Indonesia's poorest conflict-afflicted provinces. Performing poorly until the mid-term review, the project was re-designed at mid-term, with the new objectives aiming "to strengthen the capacities of local communities in general, and of rural poor in particular, to plan and manage their own development and improve their livelihoods on a sustainable basis". Following the re-design, the project strongly enhanced implementation performance and was completed with commendable results. The READ Programme had four components:

1. Community Empowerment: Activities under this component included village development planning, training in group-based enterprises and access to finance provided by a group-managed,

non-collateral revolving fund. They succeeded in introducing significant social change in isolated, poor communities over a relatively limited time frame in the aftermath of the mid-term review.

2. **Livelihood Improvement:** Activities under this component aimed to increase the productivity of key food and economic crops (rice, maize, cacao, coconuts and vegetables) by increasing access to improved genetics, affordable working capital and farm mechanization. Farmers also received technical assistance from IFAD's implementation partners, including the Central Sulawesi Provincial Rice and Maize Seed Breeding Agency (BPTP), Mars Chocolate Inc. and the formal banking sector.
3. **Rural Infrastructure:** Activities under this component aimed to enhance the infrastructure needed to increase agricultural productivity – specifically, agricultural roads, irrigation systems, land drainage and crop drying facilities.
4. **Programme Management and Policy Analysis:** READ assisted the Ministry of Agriculture to undertake policy studies and analysis, building on the learning from the implementation of the project.

The project's exit strategy was developed by the Government of Indonesia with support from IFAD. Thereby, the government highlighted that the READ model is well understood, respected and considered as relevant and effective to meet the needs of the rural poor. This led to local government continuing the READ activities in the original project locations, while the national government scaled up the READ activities in two additional provinces – East Nusa Tenggara and West Kalimantan. Both provinces are border areas with characteristics similar to the original READ project location of Central Sulawesi. The intended activities pursued under the scaling up will follow the model tested and optimized under READ, with the Ministry of Agriculture serving as the National Support Unit. The scaling up of READ, which commenced in January 2015, is planned to be completed by 31 December 2017, benefitting 30 villages in non-READ project area. The total budget allocated for this exercise from state and local budgets amounts to IDR 48,053,400,000 (approximately US\$4 million).

The following were the facilitating factors for the scaling up: (i) the approach was targeted to the specific characteristics of the project location; (ii) it showed strong results; and (iii) the project had strong support and champions locally and in the Ministry of Agriculture.

Public-private partnership: As part of the livelihood improvement activities, the READ programme aimed at increasing productivity of several crops, including cocoa. During the mid-term review, it was found that while cocoa had a large potential for farmers, the existing extension services did not have sufficient capacity to meet the farmers' demand for technical support. In view of this and based on a previous successful collaboration in Papua New Guinea, IFAD introduced Mars Inc. as a technical partner. By that time, Mars Inc. had already established its Sustainable Cocoa Initiative in South Sulawesi to support smallholder farmers in a sustainable, high-quality and high-productivity cocoa production. IFAD facilitated a partnership between the READ project and Mars Inc. While the READ project provided access to organized farmers, as well as a certain level of infrastructure in a post-conflict area, Mars Inc. provided technical assistance to project farmers on cocoa production by establishing cocoa development centres and by training the so-called cocoa doctors.

This was one of the first public-private partnerships in the agricultural sector in Indonesia. Given its good outcomes, the government is now actively pursuing other partnerships with the private sector. Recognizing IFAD's role in partnership facilitation, the Ministry of Agriculture has included a new project proposal in the Blue Book¹ in order to replicate the partnership model to other parts of Sulawesi Island and, as specified in the draft concept note, to "use the knowledge gained from [the] effectiveness of [the] READ Programme by institutionalizing [the] READ Programme model as one of [the] agricultural development models used in Indonesia". The scaling up is planned to take place over five years, with a total project funding of US\$36.5 million.

Rural planning and empowerment in Papua and West Papua: PNPM Agriculture is an IFAD-supported pilot initiative within the larger PNPM, focusing on 11 districts and 43 subdistricts in Papua and West Papua, with the overall goal of reducing poverty and improving local-level governance in rural areas. The project's development objectives are improved socio-economic and local governance conditions in the locations it covers. Approved IFAD financing dedicated to the implementation of PNPM Agriculture includes a loan of US\$10.22 million and a grant of US\$400,000. Since 2009, the project has been implemented in 200 villages and reached approximately 678 livelihood groups. It has provided poor villagers in remote locations with facilitation and training that would enable them to plan for the implementation of group-based productive agricultural activities, funded by block grants and supported by technical and implementation assistance. The project's success is credited to the fact that the development approach was tailored to the characteristics of Papuan communities. In fact, some officials claim that PNPM Agriculture is the first development project that has actually achieved results in remote Papua and West Papua.

¹ The Blue Book is the annual report on development cooperation between the European Union and Indonesia, which also contains project proposals to be funded by external loans and/or grants.

While the project is coming to an end, the Government of Indonesia has issued the Village Law (Undang-Undang Desa, No 6/2014) in 2014, under which villages throughout Indonesia should receive resources to develop and implement their own development plans. According to the law, village governance should be based on transparency, accountability and participation (Article 24). Furthermore, the village head should coordinate village development in a participatory manner, apply principles of gender equity, and ensure transparent and accountable governance (Article 26). In addition, the whole village community should be involved in development planning, implementation and monitoring (Articles 80-82). The law reflects the principles of PNPM Agriculture and allows the rural communities in Papua and West Papua to scale up the agricultural activities successfully tested over the last six years.

Success factors in the scaling-up experience

This experience shows that the factors facilitating scaling up are: (i) alignment of programmes and projects with national policies; (ii) application of development models accepted by the community and achievement of results on the ground; (iii) a strong monitoring and evaluation (M&E) system to document the results and impact achieved; (iv) consistent knowledge management and an active partnership with the government, creating opportunities for scaling up; and (iv) national champions within government institutions.

Future strategy for scaling up

The forthcoming COSOP will put a strong focus on facilitating the scaling up of IFAD-supported operations as a means to enhance poverty reduction impact and strengthen sustainability. While the details of the strategy are still being developed, IFAD will use a combination of project financing, policy engagement, knowledge management and partnership-building to strengthen scaling up.

Investment-driven scaling up

Indonesia is a country with very diverse regional and local contexts. Development approaches need to be targeted to local customs, cultural and socio-economic circumstances and opportunities in order to be successful. A strategy to support scaling up going forward would, therefore, involve testing a development model in different regional settings and, once the approach has been shown successful and optimized for the different regions, scaling it up using government funds. This makes projects not an end in themselves but rather a vehicle for achieving significant poverty reduction and improvements in food security. This is important in a country as large and diverse as Indonesia

This approach is currently being tested under the Coastal Community Development Project (CCDP). The project involves a series of interlinked activities and a range of development approaches that will be implemented on a limited scale in different locations in Eastern Indonesia. This will enable the project's management to pilot, test and adjust project activities and approaches in different physical, cultural and social contexts. The government – the Ministry of Marine Affairs and Fisheries being responsible – sees CCDP as the first in a series of district-based interventions that will be scaled up to a number of locations, both in Eastern Indonesia and potentially across the country as a whole. The project design contains a number of features to facilitate and support the scaling-up agenda, and milestones to ensure that this occurs. This includes several innovative aspects, such as the approach to co-management of coastal resources; the approach to allow “crowding-in” by other interested groups in the area; promoting access to finance; and catalysing the growth of one to three high-potential value chains in each district. The scope of the current CCDP responds to the needs of only a small percentage of poor fisher households and households of other vulnerable inhabitants of the coastal communities in Indonesia. The vision for potential replication and scaling up is based on knowledge that: (i) coastal and small island communities are poor and often among the poorest communities in the country; (ii) many communities have demonstrated motivation and commitment to improve their economic position and take responsibility for development initiatives; (iii) there are good economic opportunities, particularly for a range of high-value marine products, with strong market potential; and (iv) the project approach is fully consistent with and directly supports key government policies and priorities. The project also responds to the pressing need to address issues of resource degradation and climate change, and provide the government with experience to replicate/scale up project activities.

Policy engagement

Policy engagement will be considered as an avenue to achieve impact and scaling up on a larger scale. It will be focused on specific areas in which IFAD has a comparative advantage and draw on investment projects for concrete evidence, resources and champions. Currently, in collaboration with the Asian Development Bank (ADB), IFAD is designing the Integrated Participatory Development and Management of Irrigation Sector Project (IPDMISP). Total project cost is estimated at US\$1 billion and will make a significant contribution to

irrigated agriculture in Indonesia. The project design features a policy component that will focus on strengthening the policy, regulatory and institutional foundations required for conducting participatory irrigation, promoting policy dialogue and facilitating the establishment of the Knowledge Management Centre. Activities will strengthen capacities through testing actual evidence-informed “policy dialogue” among relevant stakeholders – such as government entities, representatives of farmers, water users and the private sector – concerning a locally identified and agreed policy issue on smallholder-irrigated agriculture that the Government of Indonesia would like to address. In collaboration with the local government, the results of this process can be linked to the local policy process and thus support the formulation of new local policies, the definition of regulatory frameworks, or governance arrangements for improved coordination, implementation and service delivery. The Knowledge Management Centre would enable the government to: (i) foster the continuity between development projects and policies for smallholder-irrigated agriculture; (ii) draw out lessons learned, bridge the knowledge from different initiatives and promote coordinated approaches; (iii) guide and support these projects to learn and deliver better; and (iv) ultimately share and contribute lessons learned to promote policy dialogue among domestic stakeholders and to support national and local policy processes.

Knowledge management

IFAD’s new country strategy will be strongly aligned with national development priorities, as defined in the National Medium-Term Development Plan. Strategic objectives and investment opportunities will be defined with the government’s participation to ensure strong ownership and activities that add value to ongoing initiatives. With the country office being established in the autumn of 2015, IFAD will be able to further increase its comparative advantage as a knowledge broker and partnerships facilitator. The COSOP will include a knowledge management and communications strategy, aiming to put the required tools and mechanisms in place. This will include: (i) identification of the specific knowledge being sought, i.e. the information that is required and the development constraints that are being addressed; (ii) the identification of the target audience for this information and the pathways to ensure that the knowledge is provided in a format and time frame that enable it to be appropriately used; (iii) the preparation of differentiated knowledge products for different stakeholders (e.g. in-depth sector analysis, illustrated instructions, toolkits and guidelines, tweets, private-sector briefing notes); and (iv) the development of partnerships for knowledge brokering. Currently, IFAD is assisting the Ministry of National Development Planning (BAPPENAS) to improve its own knowledge management system in order to enhance the learning links between development projects and the government overall. The IFAD knowledge management system will be closely linked with the BAPPENAS knowledge management system.

In addition to serving Indonesia, the newly established country office will also cover Timor Leste, Papua New Guinea and the Pacific as a subregional hub. As such, it is well placed to support subregional scaling-up initiatives and respond to the Government of Indonesia’s priority of South-South exchange.

Key drivers and spaces for scaling up

Indonesia is a country in transition, requiring tailored support in order to meet the challenges of rapid rural diversification in the context of both a growing economy and extreme vulnerability. As pointed out above, in order to respond to the government’s request for increased support in rural development, IFAD will have to focus on developing models that can be piloted and tailored during the project duration and then replicated on a large scale using public and private investments. Further, there is an opportunity for IFAD to promote more effective public investment in agriculture generally, which will be addressed through policy engagement.

Provided below are some observations on the spaces and drivers of change that can support IFAD’s scaling up agenda.

Financial/fiscal space

Given Indonesia’s middle-income status, IFAD has an opportunity to test a new model of engagement in a country context where there is less demand for IFAD’s loan financing and more for its knowledge management and advisory services. For IFAD, this means not only using loans to innovate and scale up development interventions but also supporting the identification and establishment of alternate financing modalities for interventions and rural businesses. Key drivers for exploring financial space include the public-sector regulatory framework, microcredit institutions and schemes supporting alternative financing modalities, such as insurances (crop, weather, equipment), business development services, credit guarantee schemes and warehouse receipt systems. The newly created Village Funds, which enable villages to formulate and implement their own development plans, create a strong opportunity for IFAD-supported innovations to be scaled up and financed with community resources. The government has shown great interest in receiving

Reimbursable Technical Assistance from IFAD; however, the current legal framework provides limited options to pursue such modalities.

Institutional space

Scaling up interventions sustainably will involve ensuring that they respond to the interests of the target communities and enabling the latter to take the approaches forward – either with support from further public funding or the private sector. The following are some thoughts on key institutional spaces and drivers to support this process:

- Under the decentralization programme, a large number of line ministries (including the 12 divisions within the Ministry of Agriculture) and the regional government bear responsibility for delivering on the National Plan for Agricultural Development. Collectively, the institutional space and linkages that have been created for IFAD's target group are considerable and will be used as the main pathway for scaling up interventions, thus enabling IFAD projects to focus on piloting innovative approaches. The National Medium-Term Development Plan has made food sovereignty, food security and farmer empowerment the key priorities, and significant budget allocations have been made available to a number of ministries working towards these priorities. This creates incentives for increased collaboration between ministries but also between different administrative layers (national, provincial, etc.) and offers an opportunity for programmes to establish links between these layers.
- The private sector – micro, small and medium-sized enterprises (MSME), and corporate and individual agents – can play a key role in scaling up, provided the constraints to their participation and modalities of inclusion are addressed and resolved as part of project design. Constraints to investment include insecure land rights, lack of collateral, poor infrastructure, complicated licensing procedures, information gaps about investment returns and limited experience in working with the public sector. These constraints will have to be considered before a project is designed to enable private-sector operators to become agents of change.
- Community-based organizations, such as women's groups, farmers' groups, and savings and loans groups, have the potential to become independent drivers of change. Successful examples of such organizations are few, but when they do so, even single purpose self-help groups have shown themselves capable of expanding to take on multiple development objectives. Expanding this institutional space for development will require a closer analytical focus on what factors enable these community-based organizations to operate, as well as more "after-project care" to enable them to fulfill these roles.

Political space

The scaling-up agenda requires a political space that enables innovations to be supported and scaling up to be realized in practice. The government under President Joko Widodo provides a positive macro-political framework, working towards challenging the political status quo, promoting more effective public services and including an unprecedented number of women in his cabinet. The political space has also shifted with decentralization, which has brought power closer to constituents and opened up the possibility of more effective demand for services and greater accountability; as a result, around 60 per cent of the budget of the Ministry of Agriculture has been transferred to district-level governments. The political space for innovation and the change agents that support scaling up will differ with each activity. For example, at the macro-level, the private sector could be a powerful driver for scaling up innovations, as it has the expertise, financing and employment generation capacity to create multiplier effects. On the other hand, the potential social and environmental costs of its involvement are well known. There are policies and regulations on Responsible Business Conduct (RBC) but their enforcement is still nascent and public awareness of the procedures is limited. However, civil society groups – vocal and skilled in RBC enforcement – are opening the political space for negotiated solutions between the private sector and smallholders. Also, the positive partnership experience with the private sector under READ has encouraged the government to further pursue this kind of operational partnerships in the agricultural sector in order to strengthen the links for smallholder farmers to inputs, services and markets. At the micro-level, every change in established production and marketing relations – whether of savings and loan groups that circumvent informal lenders, or collective marketing that bypasses established intermediaries – will shift established power relations. The a priori identification of these will be key both to the establishment of a successful model or innovation and to the subsequent likelihood of being able to replicate these innovations at scale.

Cultural space

That Indonesia is a country in economic transition has been established; alongside this is a massive shift in the social and cultural compass of the country. The heterogeneity in terms of natural resources, human

resources, climatic conditions, infrastructure, access to markets, and linguistic and ethnic origin of the population is well known and needs to be considered in all development projects: what works in Java may not work in Papua – and vice versa. Accepting and acknowledging this diversity will be crucial for successful operations. At the same time, there are a number of cultural and sociological trends that provide opportunities for successful models to be taken up (with slight modifications) throughout the country. This includes a common language, high literacy and integration into a growing information and communication network. The majority of smallholder farmers, no matter where in Indonesia, need assistance to become more competitive and to diversify their income sources so that they are more resilient to external shocks and climate change risks. Indonesia has one of the world's youngest populations (around 60 per cent are under the age of 30), growing at a rate of 1.2 per cent, 2 or 2.4 million a year. Increasingly, young people migrate to the city. Making rural spaces an attractive place for them in which to build their lives and adopt farming as a business will be an important challenge to address in the years to come. If this challenge is addressed successfully, young people will be an important partner in developing rural areas and modernizing the agricultural sector.

Partnerships

Scaling up will require the involvement of external partners in order to attract additional resources and capacities in policy dialogue and institution-building, and to help shape a cohesive programmatic approach in which the resources of the government and external donors are combined effectively to support scaling-up pathways, especially for thematic and cross-cutting areas such as climate change, nutrition and gender. The established and effective partnership that IFAD enjoys with BAPPENAS, the Ministry of Agriculture, the Ministry of Marine Affairs and Fisheries, the Ministry of Home Affairs and the Ministry of Finance is a good basis for scaling up. The partnership with ADB is very strong and collaboration opportunities, beyond joint projects, have been discussed. The Technical Assistance Facility for Food Security has been identified as one of those opportunities. Further partnership opportunities that could be effective drivers of change include:

- Government ministries such as the Coordinating Ministry for Economic Affairs, the Ministry of Women's Empowerment and Child Protection and the Ministry of Cooperatives may be effective partners for scaling up social and economic mobilization processes, complementing the more specific technical focus of the Ministry of Agriculture. In general, cross-cutting themes like gender, land rights and climate change require inter-ministerial drivers.
- NGOs and civil society groups can be key drivers for scaling up process approaches and many have their own models that can be trialled in IFAD's projects. In addition, they have a comparative advantage in locating political, social and cultural drivers that can create the space needed to scale up innovations.
- The knowledge sector – meaning the overall institutional landscape of government, the private sector and civil society organizations that support the development of public policy – will be key to scaling up innovations.
- Partnerships between the private sector and smallholders – such that are able to leverage mutual complementarities – is a corporate and country programme objective. IFAD has established successful partnerships with private-sector companies (such as Mars Chocolate Inc.) and networks (such as PISAgro and SwissContact) and will work closely with the government to develop scaleable models of public-private partnerships.
- Partnerships within the donor community have been strengthened over the last year, including with other United Nations organizations (particularly Rome-based agencies) and international financial institutions. The COSOP consultation provides an opportunity to identify and strategically select partners for specific programmatic scaling-up objectives.
- South-South collaboration will create additional opportunities to scale up good practices within the subregion and globally. The Indonesian Government is very active in the South-South dialogue and the IFAD country office will support the exchange with the Pacific nations, but also in the region and globally.

Monitoring and evaluation

The M&E system of the IFAD country programme in Indonesia is well established. All projects conduct annual outcome surveys and results on all indicators are summarized in a portfolio dashboard. Core instruments for monitoring and cross-portfolio evaluation and learning are the quarterly review meetings and the annual COSOP review by the Country Programme Management Team.

² World Bank Indicators, 2014.

The quarterly review meetings are organized by BAPPENAS and have proven to be an effective mechanism for monitoring progress, identifying bottlenecks and facilitating support. The annual reviews are undertaken in close partnership with all implementing agencies and aggregate the key indicators outlined in the different projects and the COSOP logframe.

As part of the 2015-2019 COSOP, the existing M&E system of the country portfolio will be refined in order to strengthen its link to IFAD's knowledge management system and feed into the government's M&E and knowledge management systems. This will support innovation, learning and scaling up by utilizing available data, information and analysis to understand the extent to which approaches promoted within the portfolio are successful and for what reasons. The participation of government representatives in the Country Programme Management Team meetings will facilitate scaling up into national programmes and create local champions for successful approaches.

Key lessons for scaling up in Indonesia

- IFAD is a well-recognized organization in the area of agricultural and rural development and a trusted partner for the Government of Indonesia in the introduction and testing of innovative approaches.
- As a middle-income country, Indonesia offers large potential for scaling up, if pursued strategically.
- Factors facilitating scaling up in the past were: (i) alignment of programmes and projects with national policies; (ii) application of development models accepted by the community and achievement of results on the ground; (iii) a strong M&E system to document the results and impact achieved; (iv) consistent knowledge management and an active partnership with the government, creating opportunities for scaling up; and (iv) national champions within the government institutions.
- Investment projects will be the main vehicle for scaling up, with a scaling-up pathway built into their design. IFAD's support will be utilized to test and optimize development approaches, which will then be scaled up with government resources during a second phase.
- Policy engagement and knowledge management will remain two important avenues to ensure a supportive regulatory and policy environment.
- Whenever possible, IFAD-supported projects will be linked to government programmes to enhance the opportunities for scaling up.
- The private sector and the rural communities are important partners in scaling up successful interventions. On-the-ground implementation will increasingly include them as partners and build their capacity as required.

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International Fund for Agricultural Development
Via Paolo di Dono, 44 - 00142 Rome, Italy
Tel: +39 06 54591 - Fax: +39 06 5043463
E-mail: ifad@ifad.org
www.ifad.org
www.ruralpovertyportal.org
 ifad-un.blogspot.com
 www.facebook.com/ifad
 instagram.com/ifadnews
 www.twitter.com/ifadnews
 www.youtube.com/user/ifadTV

Originator

Ron Hartman
Country Programme Manager
Asia and the Pacific Division
E-mail: r.hartman@ifad.org

Contact

Maria-Elena Mangiafico
Knowledge Management and Grants Officer
Policy and Technical Advisory Division
E-mail: PTAKMmailbox@ifad.org

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