



Investir dans les populations rurales

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République du Malawi Évaluation de la stratégie et du programme de pays

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Mesures à prendre: Le Conseil d'administration est invité à examiner l'évaluation de la stratégie et du programme de la République du Malawi.

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L'évaluation de la stratégie et du programme de pays s'est achevée par un atelier national. Tenu en ligne le 17 mai 2022, cet atelier a réuni plus de 80 participants, notamment des représentants des pouvoirs publics, des partenaires de développement, des organisations de la société civile, des partenaires du secteur privé et des membres de la direction et du personnel du FIDA.

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Nous souhaitons également exprimer notre reconnaissance au Gouvernement de la République du Malawi ainsi qu'aux partenaires du FIDA dans le pays pour leur appui et leur coopération pendant le processus d'évaluation.

Résumé

A. Introduction

1. **Généralités.** Conformément à la Politique révisée de l'évaluation au FIDA et aux dispositions approuvées par le Conseil d'administration du Fonds à sa cent trente-deuxième session, tenue en avril 2021, le Bureau indépendant de l'évaluation du FIDA (IOE) a procédé à l'évaluation de la stratégie et du programme de pays (ESPP) pour le Malawi. Cette ESPP est la première évaluation réalisée au niveau du pays.
2. Le Malawi est un pays à faible revenu où la pauvreté se maintient à un niveau obstinément élevé, qui s'explique par la performance médiocre du secteur agricole, la forte croissance démographique et les possibilités limitées en ce qui concerne les activités non agricoles. Plus de la moitié de sa population était en situation d'insécurité alimentaire modérée ou grave en 2020. Plusieurs facteurs contribuent à la malnutrition dans le pays, notamment la mauvaise alimentation, la dépendance excessive à l'égard du maïs – qui est l'un des aliments de base – et les maladies infectieuses. Les chocs liés aux conditions météorologiques, le faible pouvoir d'achat et la densité et la croissance élevées de la population restreignent les disponibilités alimentaires et l'accès à la nourriture. La crise engendrée par la COVID-19 accroît la pauvreté, et les difficultés d'accès aux marchés durant les confinements mis en place pour faire face à la pandémie ont compromis les revenus des agriculteurs.
3. Le FIDA est présent au Malawi depuis 1981. Il a apporté au total 350,5 millions d'USD de prêts, et a contribué pour un montant cumulé de 652,4 millions d'USD de financements à 14 programmes, dont quatre sont en cours d'exécution. Le portefeuille concourt à la réduction de la pauvreté et au développement rural par des investissements dans un éventail d'activités et de secteurs.
4. **Objectifs et portée de l'ESPP.** Les principaux objectifs de l'ESPP étaient les suivants: i) évaluer les résultats et la performance du programme d'options stratégiques pour le pays (COSOP) 2016-2022; ii) formuler des constatations, des conclusions et des recommandations pour le prochain COSOP qui doit être élaboré en 2022. Les évaluateurs se sont intéressés à la stratégie générale qui a été adoptée – de manière implicite ou explicite – et ont examiné les synergies et les liens réciproques entre les différents éléments de la stratégie et du programme de pays, ont déterminé dans quelle mesure les portefeuilles de prêts et hors prêts (y compris les dons) contribuaient à la concrétisation de cette stratégie, et ont étudié le rôle joué par le Gouvernement malawien et le FIDA.
5. **La mission définie pour l'ESPP** en septembre 2021 comprenait des entretiens à distance avec les organisations partenaires et d'autres parties prenantes, des réunions virtuelles avec des groupes d'agriculteurs, des discussions au sein de groupes de réflexion et des visites sur le terrain. Deux consultants locaux ont réalisé une visite sur le terrain pour recueillir des retours auprès des bénéficiaires, dresser le bilan des actifs créés et évaluer la complémentarité des avantages apportés par les différentes interventions. Les membres de la mission se sont entretenus avec des groupes de bénéficiaires, des membres clés du personnel des projets, des responsables publics locaux et des prestataires de services dans sept districts.

B. Constatations

6. **Pertinence.** Les évaluateurs ont constaté une bonne continuité dans l'axe thématique et les objectifs stratégiques des COSOP de 2010 et de 2016. Les deux COSOP étaient bien en phase avec l'accent mis par les autorités sur la réduction de la pauvreté dans leur stratégie de développement. L'importance accrue attachée

par les autorités à la commercialisation agricole transparait dans l'évolution du COSOP depuis 2016. Celui de 2010 ciblait plus directement la réduction de la pauvreté, tandis que l'actuel s'attaque à la pauvreté rurale au moyen de prestations de services améliorées et de l'accès aux marchés. Ces dernières années, le FIDA a réorienté son action en faveur des populations vulnérables et en situation d'insécurité alimentaire grâce à des projets pilotes d'affranchissement de la pauvreté extrême et à des financements supplémentaires octroyés sous forme de dons au titre du Mécanisme de relance en faveur des populations rurales pauvres en vue de soutenir la production alimentaire.

7. Complet et cohérent, le programme de pays a bien répondu aux principaux problèmes auxquels les petits exploitants agricoles font face au Malawi. Les problèmes tels que la forte vulnérabilité, la faible productivité et l'insécurité alimentaire liées à l'utilisation non durable des terres et à la monoculture (maïs) ont été traités de différentes manières, notamment par la technologie (plantation de légumineuses selon la technique du double rang; bonnes pratiques agricoles; cultivars et races d'animaux d'élevage améliorés) ainsi que le développement de l'irrigation et la promotion des légumineuses dans le cadre du Programme de production agricole durable, pour contribuer à la fois à la diversité culturelle et alimentaire et au renforcement des capacités. Les projets ont été conçus pour être complémentaires et appuyer la transition vers l'agriculture commerciale, par exemple en favorisant l'accès aux marchés et la commercialisation grâce à une approche par filière qui repose sur le développement des infrastructures et la gouvernance.
8. De manière générale, les ressources allouées sous forme de prêts pour la gestion de l'environnement et des ressources naturelles et l'adaptation aux changements climatiques ont été insuffisantes. Les projets ont encouragé l'adoption de bonnes pratiques agricoles visant, entre autres choses, à renforcer la santé des sols au moyen de solutions intégrées de gestion améliorée des sols et de l'eau. Le programme a également soutenu la gestion de l'irrigation, des captages d'eau et des sols par des financements supplémentaires octroyés sous forme de dons au titre du Fonds pour l'environnement mondial et du Programme d'adaptation de l'agriculture paysanne.
9. Dans le COSOP 2016-2022, davantage de crédits ont été alloués à des projets de plus en plus ambitieux au fil du temps, qui comprenaient un certain nombre d'innovations et s'appuyaient sur des synergies présumées entre leurs activités pour la réalisation des résultats attendus. Par ailleurs, la complexité technique croissante des projets de développement des chaînes de valeur et de la finance rurale, tels que le Programme de transformation de l'agriculture par la diversification et l'entrepreneuriat et le Programme de production agricole durable, nécessite de coordonner un plus grand nombre de prestataires de services et de partenaires d'exécution, dont il faut synchroniser et suivre les nombreuses activités aux niveaux local et national.
10. **Cohérence.** La coordination des projets du FIDA s'est améliorée avec le COSOP 2016-2020. Les conceptions de projet tenaient compte des questions de complémentarité, mais ne prévoyaient pas de mécanismes institutionnels de coordination ou d'intégration au stade de l'exécution. Un large éventail d'interventions – comprenant un grand nombre de projets pilotes et d'activités mis en œuvre par des entités et des prestataires de services divers – étaient financées par chaque programme, mais elles n'étaient pas intégrées ni reliées les unes aux autres. Les activités similaires menées dans différents projets étaient mal articulées, et les interventions qui donnaient de bons résultats n'étaient pas élargies à d'autres districts.
11. Le programme de pays comprenait également un grand nombre de dons. Bien reliés, de manière générale, au portefeuille de prêts, ils apportaient des

financements complémentaires dans des domaines similaires. Ces dons étaient alloués pour soutenir la gestion des connaissances, les institutions, les outils numériques et les technologies agricoles. Nombre d'entre eux, notamment certains des plus importants, étaient ciblés sur la résilience et la sécurité alimentaire.

12. Le renforcement des partenariats avec les parties prenantes locales a largement contribué à la réussite des activités financées par le FIDA, et a joué un rôle particulièrement important dans les processus de gestion des connaissances qui nécessitent l'utilisation de plateformes, des essais et des recherches sur le terrain et l'expérimentation d'innovations. Cela étant, le rôle des autorités dans la gestion des connaissances, et leur appropriation de ce processus – notamment du suivi-évaluation – étaient insuffisants. La gestion des connaissances reposait sur des partenariats avec des acteurs locaux, tels que les instituts nationaux de recherche agricole, les établissements d'enseignement post-secondaire et les universités, mais restait dépendante d'un appui extérieur.
13. Malgré de nombreuses similitudes et une complémentarité entre les projets appuyés par le FIDA et ceux soutenus par d'autres partenaires de développement, on ne disposait que de peu d'éléments témoignant d'efforts d'harmonisation et de coordination, même avec d'autres organismes des Nations Unies tels que le Programme alimentaire mondial et l'Organisation des Nations Unies pour l'alimentation et l'agriculture. La multitude d'initiatives soutenant des méthodes similaires n'aboutissait pas à un bilan cohérent au regard de l'adoption ou du changement de pratiques au Malawi. Dans de nombreux cas, les méthodes expérimentées par les partenaires de développement au Malawi n'étaient pas poursuivies, reproduites, ni transposées à plus grande échelle.
14. **Efficacité.** Des réalisations modestes ont été obtenues dans le cadre du COSOP de 2010. Peu de résultats ont été constatés en ce qui concerne le premier objectif stratégique, visant à améliorer l'accès des personnes pauvres aux bonnes technologies et services de gestion des ressources naturelles. S'agissant du second, relatif à l'accès aux marchés d'intrants, les liens avec les marchés s'étaient révélés insuffisants et de courte durée. Les informations disponibles indiquent que la réalisation des objectifs du COSOP de 2016 est en bonne voie. Les changements climatiques sont mis en avant dans les premiers objectifs stratégiques, tandis que la nutrition est prise en compte dans tous les projets. La promotion des bonnes pratiques agricoles a considérablement avancé. Des progrès ont été par ailleurs enregistrés au regard de l'accès aux services financiers ruraux, notamment de bons résultats auprès des agriculteurs pauvres, bien que la demande de crédits et d'acquisition d'actifs ne soit pas encore satisfaite.
15. **Efficience.** Des retards considérables, dus principalement à des difficultés à mettre en place les dispositifs institutionnels nécessaires, ont été constatés au démarrage de l'ensemble des projets. En moyenne, sur la période couverte par l'ESPP, on constate que la durée nécessaire pour résoudre les problèmes d'efficacité rencontrés lors du lancement des projets du portefeuille est plus longue au Malawi qu'à l'échelle de la sous-région de l'Afrique orientale et australe et du FIDA. Les importants retards entre l'approbation et la mise en œuvre effective – 11 mois en moyenne, soit le double du délai constaté dans la sous-région – indiquent que le Gouvernement malawien doit accélérer la procédure d'approbation. L'efficacité s'est graduellement améliorée au fil du temps, mais la durée de la phase de démarrage a eu des répercussions à la fois sur les projets clôturés et en cours.
16. Ces retards ont effrité le rapport coût-efficacité. La forte inflation a également accru le coût par bénéficiaire. Les sous-projets d'infrastructures ont affiché un faible rapport coût-efficacité, notamment en raison des longs délais de planification, de conception et d'approbation des infrastructures, qui expliquent pourquoi la plupart des investissements n'ont été réalisés que lors de la seconde

moitié de la phase d'exécution. En général, l'exécution des sous-projets d'infrastructures a été déléguée aux districts, qui n'avaient souvent pas les moyens de respecter le cycle de passation de marchés.

17. Le FIDA a réalisé des investissements considérables dans la gestion des projets et les institutions au Malawi. Les budgets consacrés à la gestion des projets représentaient en moyenne 14% du coût total de ces derniers, soit 2% de plus que la moyenne pour ce poste dans la région Afrique orientale et australe. Cela étant, les investissements dans le renforcement des capacités réalisés dans le cadre du programme de pays n'ont pas permis de remédier aux déficits persistants dans ce domaine. La rotation du personnel était élevée, surtout à l'échelon des districts. Le recours à des unités de gestion de projet indépendantes composées de personnel recruté en externe, ainsi qu'à des prestataires de services, a permis de résoudre ces problèmes de capacités à court terme.
18. **Impact.** La pauvreté et l'insécurité alimentaire sont des problèmes généralisés et profondément enracinés dans les districts ciblés par le programme de pays du FIDA. Les projets ont débouché sur des gains de productivité considérables grâce à la mise à disposition de technologies, d'intrants et de moyens d'irrigation. Dans la plupart des cas, ces progrès ont commencé à s'estomper peu après l'achèvement des projets. Peu de résultats ont été obtenus en ce qui concerne la diversification des systèmes de production et la fiabilité de l'accès des petits exploitants agricoles aux marchés. L'alimentation reste le principal poste de dépense. Par le passé, l'accent mis sur le maïs ainsi que le manque de diversité alimentaire n'ont pas favorisé l'amélioration de la situation nutritionnelle. L'intégration d'activités d'élevage dans les systèmes de production a eu un effet positif sur la sécurité alimentaire et la nutrition. Les projets récents ont porté une attention accrue à la diversification et à la nutrition.
19. Le programme de pays a investi dans les capacités et les institutions. Les organisations communautaires soutenues par les projets n'ont souvent pas été en mesure de poursuivre leurs activités après la clôture de ces derniers. Les groupements d'agriculteurs n'ont pas été officialisés et n'ont pas été dotés des moyens nécessaires pour collaborer avec les autres acteurs des chaînes de valeur, notamment les fournisseurs, les négociants et les transformateurs. Très peu d'associations d'usagers de l'eau ont été enregistrées officiellement sous un statut d'entités juridiques indépendantes. Ces groupes auront besoin d'un renforcement pour être en mesure de gérer les infrastructures qui sont mises à disposition.
20. **Genre.** Le portefeuille du FIDA au Malawi a œuvré activement en faveur de l'égalité des sexes et de l'autonomisation des femmes, en encourageant la participation de ces dernières à toutes les activités et en favorisant les méthodes axées sur les ménages pour traiter les causes profondes des inégalités et des déséquilibres de pouvoir. Les contributions positives concernaient en particulier la participation des femmes aux activités du programme de pays, l'attention plus marquée portée aux problèmes économiques des ménages dirigés par une femme et la mise en œuvre de méthodes axées sur les ménages et de nature à favoriser l'égalité et l'autonomisation des femmes dans les processus décisionnels. Aucune évolution de la répartition du travail entre hommes et femmes et de la charge de travail de ces dernières n'était visible à ce stade. Les méthodes axées sur les ménages auraient apporté un certain degré d'autonomie aux femmes, en renforçant notamment leur capacité à influencer sur les décisions touchant l'exploitation agricole et le ménage, et contribué à lutter contre certaines disparités au sein de celui-ci. Toutefois, cette approche doit encore être élargie à tous les projets en cours.
21. **Durabilité.** Des investissements importants ont été réalisés dans le renforcement des institutions au titre du programme de pays. En général, les groupements d'agriculteurs et les associations d'usagers de l'eau sont restés très actifs tant que

les projets étaient encore en cours. Cependant, lorsque les avantages socioéconomiques ont commencé à s'amoinrir, de nombreuses organisations locales n'ont pas poursuivi leurs activités. La pérennisation s'est heurtée à des difficultés d'ordre institutionnel et financier, notamment un manque de fonds et de capacités aux échelons décentralisés, une faible appropriation par les autorités et une intégration insuffisante des activités des projets dans les plans de travail et les budgets publics annuels.

C. Conclusions

22. **Sur la période couverte par l'évaluation, le programme de pays s'est inscrit dans la continuité et la progression.** Après une performance insatisfaisante sous le COSOP 2010-2015, le programme de pays affiche globalement une plus grande pertinence et de meilleurs résultats. L'axe thématique du programme a été conservé, mais les enseignements tirés de l'expérience ont été intégrés. Les domaines prioritaires ont été ciblés plus précisément, avec surtout un accent plus marqué sur la gestion de l'environnement et des ressources naturelles et l'adaptation aux changements climatiques, et les thématiques transversales – nutrition et genre, notamment – ont fait l'objet d'un suivi systématique. Le programme a permis d'étendre la collaboration à des prestataires de services non publics, et a enregistré une bonne progression du nombre de bénéficiaires parmi les personnes pauvres (des deux sexes).
23. **Des projets plus importants par la taille et la complexité ont soutenu une multitude d'initiatives et de pratiques.** Les financements alloués par le FIDA ont presque doublé sur la période considérée. Les projets ont augmenté en taille, et ont intégré un nombre croissant de parties prenantes et de prestataires de services pour obtenir les résultats attendus. Le programme de pays a apporté un appui à un grand nombre d'initiatives, d'innovations, de projets pilotes et de pratiques, qui ont pour beaucoup bénéficié de dons supplémentaires. Les différents projets ont soutenu un large éventail d'interventions et d'activités, parfois similaires. Les activités assurées dans le cadre de différents projets et par différents prestataires de services ont rarement été bien coordonnées et reliées sur le terrain.
24. **Le programme a instauré de nombreuses pratiques qui vont dans le bon sens et qui doivent être préservées et reproduites à plus grande échelle.** On peut citer l'approche d'affranchissement de la pauvreté ciblant les populations extrêmement pauvres et les partenariats avec des institutions de microfinance dans le cadre du Programme d'accès aux services financiers pour les marchés, les petits agriculteurs et les entreprises en milieu rural; les pratiques agricoles durables encouragées au titre du Programme d'appui aux activités de subsistance des ruraux, du Programme de production agricole durable et du Programme de développement de l'irrigation dans les zones rurales; la production semencière communautaire et la radio rurale dans le cadre du Programme d'amélioration des moyens de subsistance des populations rurales et de l'économie. Certaines de ces pratiques ont été partagées et poursuivies dans le cadre du programme de pays, mais la plupart du temps, leur adoption et leur échelle n'ont pas été bien documentées. Dans de nombreux cas, les pratiques ont été adoptées, mais n'ont pas été maintenues ou n'ont pas été reproduites à plus grande échelle.
25. **Le programme a une orientation favorable aux pauvres et tient compte des questions de parité, mais il reste à faire la preuve de ses résultats porteurs de transformations.** Les stratégies de ciblage de la pauvreté n'ont pas été cohérentes sur toute la période, mais ont été affûtées dans les projets récents, notamment au moyen d'activités pilotes d'affranchissement de l'extrême pauvreté (Programme d'accès aux services financiers pour les marchés, les petits agriculteurs et les entreprises en milieu rural), d'un ciblage précis (Programme de production agricole durable) et de la sélection de filières plus favorables aux pauvres (Programme de transformation de l'agriculture par la diversification et

l'entrepreneuriat). Il reste à évaluer si ces stratégies ont permis à elles seules de transformer les moyens d'existence des petits exploitants agricoles très pauvres. Le programme a en outre bénéficié à une proportion importante de femmes. Les méthodes axées sur les ménages ont été intégrées à titre d'approche porteuse de transformation, mais il convient de composer, dans le cadre des projets, avec les lourdes charges de travail des femmes, les traditions et la répartition du travail entre les femmes et les hommes. Les femmes participent plus activement aux groupes d'épargne, mais font toujours face à des difficultés pour accéder aux services financiers formels et utiliser les services financiers numériques. Les agricultrices ont des activités davantage axées sur la production alimentaire et les filières peu rémunératrices.

26. **Les petits exploitants agricoles doivent faire face à de nombreuses difficultés et de multiples arbitrages, aspects qui n'ont pas encore été complètement intégrés dans le programme de pays.** Des compromis ont été opérés entre le souci d'autosuffisance alimentaire des petits exploitants et la transition vers la production commerciale. Par le passé, les opérations ont été principalement axées sur le problème de la monoculture de maïs; l'accès aux marchés ainsi que la résilience environnementale et climatique ont été laissés de côté. Dans les opérations récentes, on a tenté de répondre aux différents défis en concevant des activités complémentaires, mais en pratique, les chevauchements et les synergies étaient trop peu nombreux pour changer réellement la donne. Il faudra consacrer des financements supplémentaires à l'action climatique pour généraliser les pratiques agricoles durables. La question de l'insécurité foncière, qui risque de saper la durabilité des avantages environnementaux, n'a pas encore été abordée dans le cadre du programme. Des liens ont été noués entre les organisations communautaires et les prestataires de services financiers, mais il reste à résoudre le problème des liquidités des institutions de microfinance.
27. **La participation insuffisante des pouvoirs publics à la gestion des connaissances, et notamment au suivi-évaluation, et leurs capacités limitées dans ce domaine expliquent également le petit nombre de pratiques efficaces qui ont été reproduites à plus grande échelle.** Jusqu'à présent, l'introduction de pratiques innovantes, leur maintien et leur élargissement ont été totalement tributaires des prêts et dons du FIDA. Des investissements importants ont été réalisés dans le suivi-évaluation du programme. Les faiblesses courantes en matière de suivi-évaluation sont notamment l'accent insuffisant mis sur les résultats du programme et les indicateurs d'impact; le manque de retour d'information sur la qualité de l'exécution et la performance des prestataires de services; la faible utilisation des outils innovants de suivi-évaluation financés par les dons. Pour favoriser l'apprentissage à partir des réussites et des échecs, il aurait fallu évaluer, dans le cadre des systèmes, dans quelle mesure les pratiques avaient été adoptées ou abandonnées.
28. **Ce sont principalement les déficits de capacités institutionnelles qui ont sapé l'efficacité et l'efficacité du programme.** Différents dispositifs institutionnels ont été utilisés dans le programme aux fins de l'exécution, selon les besoins. Globalement, ces dispositifs ont rempli la fonction pour laquelle ils avaient été mis en place, malgré des déficits de capacités et des coûts connexes, pour chacun d'eux. Parmi les problèmes couramment rencontrés figuraient la faible efficacité (compte tenu des retards importants lors du démarrage des activités), les capacités insuffisantes en matière de gestion et de coordination et le rapport coût-efficacité médiocre (des investissements dans les infrastructures, notamment). Les approches de décentralisation de l'exécution se sont clairement heurtées à des limites en ce qui concerne l'impact, la durabilité et la reproduction à plus grande échelle, limites liées aux déficits de capacités et de financements engendrés au niveau des districts par le retard pris par le gouvernement dans le processus de décentralisation durant les périodes couvertes par les deux COSOP.

29. **La sécurité alimentaire et la résilience face aux changements climatiques sont les grands défis auxquels le FIDA se doit de répondre plus efficacement dans le cadre de son programme de pays.** À cette fin, le Fonds va devoir renforcer son appui aux systèmes de production durables et diversifiés. L'irrigation sur exploitation est importante pour aider les agriculteurs à s'adapter aux précipitations irrégulières, mais le Fonds devra collaborer avec les partenaires de développement internationaux pour assurer une mise à disposition efficace et efficiente d'infrastructures d'irrigation. Il lui faudra prendre les mesures décisives nécessaires pour résoudre les difficultés d'exécution rencontrées à l'heure actuelle, au moyen d'une planification réaliste et d'un contrôle efficace.

D. Recommandations

30. **Dans le contexte actuel de la décentralisation, le FIDA va renforcer sa présence dans le pays.** L'équipe chargée du nouveau COSOP pourra ainsi bénéficier d'autres possibilités de collaborer plus étroitement avec les pouvoirs publics, les partenaires de développement et d'autres parties prenantes et de remédier aux problèmes de performance en assurant un suivi continu auprès des partenaires d'exécution. Durant la préparation du nouveau COSOP, le FIDA devra s'efforcer d'élaborer avec ses partenaires des stratégies concrètes qui permettront d'éliminer les goulets d'étranglement qui compromettent la performance et d'améliorer les résultats, la durabilité et l'impact de ses opérations dans le pays.
31. **Recommandation 1. Adopter une approche claire pour lutter contre l'insécurité alimentaire chronique et la malnutrition, en faisant des systèmes de production diversifiés et durables l'un des objectifs du COSOP.** L'équipe du programme devrait s'employer à réaliser cet objectif au moyen d'une approche multidimensionnelle: participation à l'élaboration des politiques, partenariats et pratiques sur le terrain. Le dialogue 2021 sur les systèmes alimentaires au Malawi fait ressortir des priorités et des moyens pour les partenaires d'harmoniser leur soutien. Le FIDA devrait collaborer avec les autres organismes ayant leur siège à Rome afin de mettre en évidence les goulets d'étranglement qui empêchent une adoption plus large de systèmes de production diversifiés. L'équipe du programme aurait besoin d'élaborer des méthodes qui lui permettraient de comprendre les raisons pour lesquelles certaines pratiques agricoles durables ne sont adoptées que partiellement, ou sont abandonnées, et d'apporter des solutions efficaces pour générer un impact favorable sur le long terme. Lors de l'exécution, elle devrait adopter une approche sur deux fronts, en favorisant les cultures commerciales et l'accès aux marchés pour les petites exploitations commerciales et la production d'aliments nutritifs diversifiés pour les exploitants qui pratiquent une agriculture de subsistance. Une approche de ciblage différencié serait nécessaire, analogue à celle élaborée pour le Programme de production agricole durable. Il conviendrait de renforcer le rôle des organisations communautaires et des réseaux d'agriculteurs pour les aider à remplir leur mission de production de semences et leur fonction de protection sociale. Les technologies numériques (réseaux et applications mobiles) pourraient offrir aux exploitants agricoles en situation d'insécurité alimentaire un accès à des informations et des institutions qui leur permettraient de diminuer le degré d'incertitude et d'atténuer les risques auxquels ils sont confrontés.
32. **Recommandation 2. Élaborer une approche stratégique pour augmenter l'impact et la portée des pratiques et des initiatives qui donnent de bons résultats.** Dans le nouveau COSOP, une stratégie claire devrait définir les moyens de renforcer l'impact des pratiques qui donnent de bons résultats, d'appuyer un élargissement cohérent à d'autres districts et d'utiliser les enseignements tirés de l'expérience pour accroître l'efficacité et l'impact des initiatives et opérations à venir. Les différents projets devraient prévoir moins de mécanismes d'appui, mais les mettre en œuvre soigneusement, en leur adossant un contrôle rigoureux. Les recommandations subsidiaires suivantes sont formulées dans l'ESPP au sujet de

cette stratégie:

- a) Continuer à déployer les bonnes pratiques et les initiatives qui donnent des résultats satisfaisants, mais renforcer l'appui aux mécanismes institutionnels pour favoriser la durabilité et la reproduction à plus grande échelle.
- b) Approfondir les approches et les pratiques prometteuses qui ne sont pas encore appliquées de manière systématique et les relier à des approches cohérentes.
- c) Examiner de manière continue la performance des nouvelles initiatives et trouver des solutions pour supprimer rapidement les goulets d'étranglement.
- d) Redoubler d'efforts pour contrôler l'adoption et l'échelle des pratiques appuyées par les prêts et les dons, et suivre les résultats dans le cadre d'une approche globale de la gestion des connaissances dans le programme de pays.

33. **Recommandation 3. Supprimer les goulets d'étranglement lors de l'exécution en ciblant des déficits de capacités précis à différents niveaux.**

Le COSOP devrait prévoir des solutions concrètes pour remédier aux déficits de capacités dans certains dispositifs institutionnels. Les unités de coordination de projet devront prévoir une phase préparatoire pour recruter le personnel de projet externe. Les bureaux de projet au sein des administrations publiques devront mettre au point des incitations pour attirer et retenir le personnel de gestion de projet. La coordination au niveau des districts nécessitera une approche harmonisée de la part des donateurs. Une phase de planification des investissements dans les infrastructures sera nécessaire pour obtenir l'approbation des autorités et procéder à la conception technique.

Agreement at Completion Point

A. Introduction

1. The Independent Office of Evaluation of IFAD (IOE) undertook a country strategy and programme evaluation (CSPE) in Malawi in 2021. This CSPE was the first country-level evaluation conducted in Malawi; it covered the period from 2011 to 2021.
2. The **main objectives of the CSPE** were: (i) to assess the results and performance of the ongoing COSOP 2016-2022; and (ii) to generate findings, conclusions and recommendations for the next COSOP in 2022. The evaluation assessed the overall strategy pursued, implicit and explicit, and explored the synergies and interlinkages between different elements of the country strategy and programme, the extent to which the lending and non-lending portfolio (including grants) contributed to the achievement of the strategy, and the role played by the Government and IFAD.
3. This **Agreement at Completion Point (ACP)** contains recommendations based on the evaluation findings and conclusions presented in the CSPE report, as well as proposed follow-up actions as agreed by IFAD and the Government. The signed ACP is an integral part of the CSPE report in which the evaluation findings are presented in detail, and will be submitted to the IFAD Executive Board as an annex to the new country strategic opportunities programme for Malawi. The implementation of the recommendations agreed upon will be tracked through the President's Report on the Implementation Status of Evaluation Recommendations and Management Actions, which is presented to the IFAD Executive Board on an annual basis by the Fund's Management.

B. Recommendations and proposed follow-up actions

4. **Recommendation 1: Adopt an explicit approach to addressing chronic food insecurity and malnutrition through diversified and sustainable production system as COSOP objective.**
5. The programme would need to pursue this objective through a multi-pronged approach: policy engagement, partnerships and practices on the ground. Malawi's Food Systems Dialogue outlines priorities and pathways for partners to align their support.¹ IFAD should work with the RBAs identifying bottlenecks that prevent wider adoption of diversified production systems. The programme would need to develop methodologies to understand the reasons behind the partial adoption or discontinuation of sustainable agricultural practices and address them effectively to ensure the long-term positive impacts. At implementation level, the programme should apply a two-track approach, supporting cash crops and market access for small-scale commercial farmers and diversified nutritious food production for subsistence-oriented farmers. This would require a differentiated targeting approach, similar to the one developed for SAPP. The role of community-level organisations and farmers networks should be further strengthened, to support them in their key role as multipliers and social safety mechanisms. Digital technologies (mobile networks and apps) may enable farmers to connect with information and institutions that can decrease uncertainty and mitigate risk for food insecure farmers.

¹ <https://summitdialogues.org/wp-content/uploads/2021/09/National-Pathway-Report-Malawi.pdf>

Proposed Follow-up: Agreed. IFAD and the Government of Malawi to collaborate on addressing the bottlenecks prevalent in the food production system in Malawi. It is imperative that local and community level structures (which have been strengthened through deliberate interventions) be integral to both the designing as well as implementation of the approaches that will be developed. Eradicating food insecurity is at the centre of Malawi 2063.

Responsible partners: The Ministry of Finance and Economic Affairs; Ministry of Agriculture; Ministry of Local Government; The Ministry of Foreign Affairs; other relevant line ministries; international cooperating partners (including UN organizations and IFAD).

Timeline: 2022 onward. Government to intensify its interventions in addressing food insecurity in Malawi. This key as outlined in the First 10-Year Implementation Plan (MIP-1) of Malawi 2063.

6. **Recommendation 2: Develop a strategic approach for enhancing the impact and scale of successful practices and initiatives.**
7. The new COSOP should include a clear strategy on how it will enhance the impact of successful practices, support coherent roll out across districts and use the lessons learned to enhance the effectiveness and impact of upcoming initiatives and operations. The individual projects should provide fewer mechanisms of support, but implement them well, supported by strong monitoring. The CSPE provides the following sub-recommendations that should guide the strategy:
 - (a) **Continue rolling out good practices and successful initiatives, but enhance support of institutional mechanisms for sustainability and scaling up.** Partnerships with national structures such as the value chain platforms (RLEEP/TRADE), the national extension services (SAPP) and platforms and apex institutions (FARMSE) could provide avenues for scaling up. Districts will require direct support in scaling up practices. At district level, the programme should focus on fewer support mechanisms, which are coordinated with other development partners, to promote synergism among their interventions and ensure financial sustainability.
 - (b) **Deepen promising approaches and practices that are not yet consistently implemented and link them into coherent approaches.** This includes themes such as household methodologies and nutrition. The COSOP should include an approach to monitor implementation by different service partners, draw lessons from strengths and weaknesses and support (and monitor) a more consistent rollout of the approaches. The programme should also include measures to reduce the drudgery and demand on women's labour, and more youth specific activities that address youth interests and needs.
 - (c) **Review performance of new initiatives on an ongoing base and identify solutions to address bottlenecks swiftly.** This includes, for example, resolving the issue of MFI liquidity, which is holding up access to finance in FARMSE. Solutions might include more complex and time-consuming instruments, such as a guarantee fund or refinancing facility could address the issue. Other options for consideration could include an apex fund; and/or innovation fund supporting partnering of banks, MFIs and CBFOs.
 - (d) **Step up efforts to monitor adoption and scale of practices from loans and grants, and track results as part of a comprehensive approach to knowledge management at country programme level.** IFAD would need to step up its technical assistance, to enhance the performance of the M&E systems (including data quality) and lessons learning from success and failure. In addition, the programme might consider external studies to provide more

sophisticated and unbiased methods for monitoring impact and sustainability of IFAD's interventions. External expertise would be required for climate-related interventions reporting and impact measurement, which should follow international standards (e.g. from IPCC), to enable a more accurate interpretation of the results in projects such as SAPP and PRIDE.

Proposed Follow-up: Agreed. The end of a partner financed project should not mean the end of the intervention(s). Government will explore the feasibility of scaling up the tried and tested good practices to maximise impact. For instance, the livestock pass-on has shown huge impact on rural farmers' livelihoods.

It is also imperative that capacity is built in monitoring and evaluation so that project interventions are thoroughly assessed at both impact and outcome levels. This will help generate findings that are crucial for both sustainability and scale-up purposes.

Responsible partners: The Ministry of Finance and Economic Affairs; Ministry of Agriculture; Ministry of Local Government; all projects/programmes; international cooperating partners

Timeline: 2022 onward. SAPP is ending in March 2023. It is imperative to start exploring ways of scaling up some of the high-impact Good Agricultural Practices that were implemented under the project; as well as the livestock pass-on.

8. **Recommendation 3: Address implementation bottlenecks through targeting specific capacity constraints at various levels.**

The COSOP should include concrete solutions to address capacity gaps within specific institutional set ups. Specific strategies to address recurrent delays in implementation would include, but not be limited to the following:

- (a) **Project coordination units (PCUs)** will require a preparatory phase for the recruitment of external project staff. The PCU should provide the required management skills, but also specialised staff with the technical skills to support implementation, such as M&E, gender and specialism in relevant areas such as agricultural production systems, value chains, financial services and others. Further expertise would also be needed to link the data provided by financial service providers into a comprehensive reporting system in FARMSE. PCUs also need to be provided with tools for assessing implementation capacities and monitoring their performance of service providers.
- (b) **Project offices in government** will need to develop incentives to attract and retain project management staff. Project offices should include dedicated staff to ensure implementation of cross-cutting issues such as gender, nutrition and climate change.
- (c) **District-level coordination** will require a donor-harmonised approach. In addition the COSOP should identify mechanisms to support the government in the implementation of decentralization, for example through the National Local Government Finance Committee, which has a mandate to coordinate donor-support to decentralisation.
- (d) **Infrastructure investments** will require a preparatory phase, to allow time for government approval and technical design. Furthermore, government and IFAD will need to mobilise the technical expertise required for quality assurance and supervision.

Proposed Follow-up: Agreed. Government of Malawi recognises that successful implementation of projects/programmes largely depends on the project coordination units/project offices. As such, the need to recruit qualified staff cannot be over-

emphasised. Drawing from the experience of PRIDE and TRADE projects, it is therefore important that programming of future interventions should indeed have a preparatory phase for recruitment of external staff. The Government of Malawi commits to offer competitive remuneration packages to project staff to curb turnover. The current harmonized remuneration is being reviewed to align with recent development.

Responsible partners: The Office of the President and Cabinet; the Ministry of Finance and Economic Affairs; the Department of Human Resource Management and Development; all projects/programmes; IFAD.

Timeline: 2022 onward. Government is already looking at remuneration package(s) for project staff in public projects. The current packages became effective in 2018 and therefore it is only right to review the same in light of macro-economic as well as market development.

Signed by:


Nations Msowoya

Acting Director of Debt and Aid

For: SECRETARY TO THE TREASURY
Ministry of Finance and Economic Affairs,
Government of Malawi

Date: 09/05/2022





Mr Donal Brown
Associate Vice-President, Programme Management Department
International Fund for Agricultural Development

Date: 16.05.2022

Main Report

Country Strategy and Programme Evaluation

Republic of Malawi

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Currency equivalent, weights and measures

Currency equivalents

Currency Unit	=	Malawi Kwacha
USD1.0	=	791 Malawi Kwacha

Weights and measures

1 kilogram (kg)	=	2.204 pounds (lb)
1 000 kg	=	1 metric tonne (t)
1 kilometre (km)	=	0.62 miles
1 metre (m)	=	1.09 yards
1 square metre (m ²)	=	10.76 square feet(ft)
1 acre (ac)	=	0.405 ha
1 hectare (ha)	=	2.47 acres

Abbreviations and acronyms

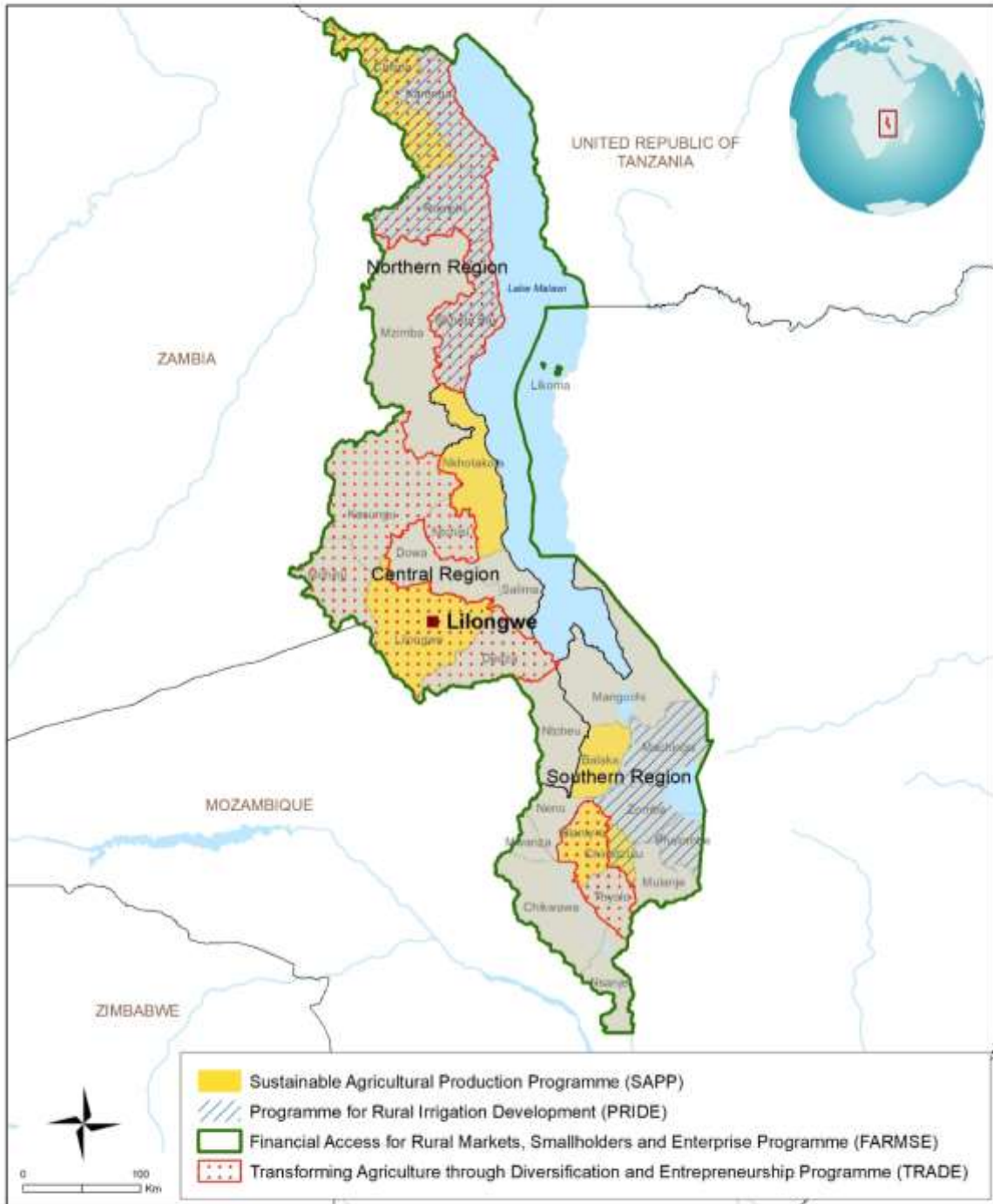
AfDB	African Development Bank
ASWAp	Agriculture Sector-Wide Approach
CA	Conservation Agriculture
CBFO	Community Based Financial Organisations
CCA	Climate Change Adaptation
COSOP	Country strategic opportunities paper/programme
CSPE	Country strategy and programme evaluation
DCAFS	Donor Committee on Agriculture and Food Security
DSF	Debt Sustainability Framework
EFA	Economic and Financial Analysis
ENRM	Environment and Natural Resource Management
ERASP	Enhancing the Resilience of Agro-ecological Systems Project
ESA	East and Southern Africa
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FARMSE	Financial Access for Rural Markets, Smallholders and Enterprise Programme
FBS	Farmers Business School
FFS	Farmers Field School
FGD	Focus Group Discussion
FISP	Farms Input Subsidies Programme
FM	Financial Management
FSPs	Financial Service Providers
GAP	Good Agricultural Practice
GDP	Gross Domestic Product
GEF	Global Environmental Facility
GIS	Geographic Information Systems
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GOM	Government of Malawi
HHM	Household Methodology Approach
IEG	Independent Evaluation Group
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
IOE	Independent Office of Evaluation of IFAD
IRLADP	Irrigation, Rural Livelihoods and Agricultural Development Project
M&E	Monitoring and Evaluation
MFI	Microfinance Institution

MGDS	Malawi Growth and Development Strategy
MICF	Malawi Innovation Challenge Fund
MoA	Ministry of Agriculture
MEPD	Ministry of Economic Planning and Development
MPI	Multi-dimensional Poverty Index
NAIP	National Agriculture Investment Plan
NGO	Non-governmental organization
NRM	Natural Resources Management
OECD	Organization for Economic Co-operation and Development
PCU	Project Coordination Unit
PPE	Project Performance Evaluation
RIA	Research Impact Assessment
RLEEP	Rural Livelihoods Economic Enhancement Programme
RLSP	Rural Livelihoods Support Programme
SAPP	Sustainable Agricultural Production Programme
SECAP	Social, Environmental and Climate Assessment Procedures
SO	Strategic Objective
SP	Service Provider
TRADE	Transforming Agriculture through Diversification and Entrepreneurship Programme
UNDP	United Nations Development Programme
UN	United Nations
UPG	Ultra Poor Graduation component
VC	Value Chain
VDC	Village Development Committee
VSLA	Village Savings and Loans Association
WFP	World Food Programme
WUA	Water User Association

Maps of the country programme under evaluation

Republic of Malawi IFAD-funded ongoing operations

Country strategy and programme evaluation

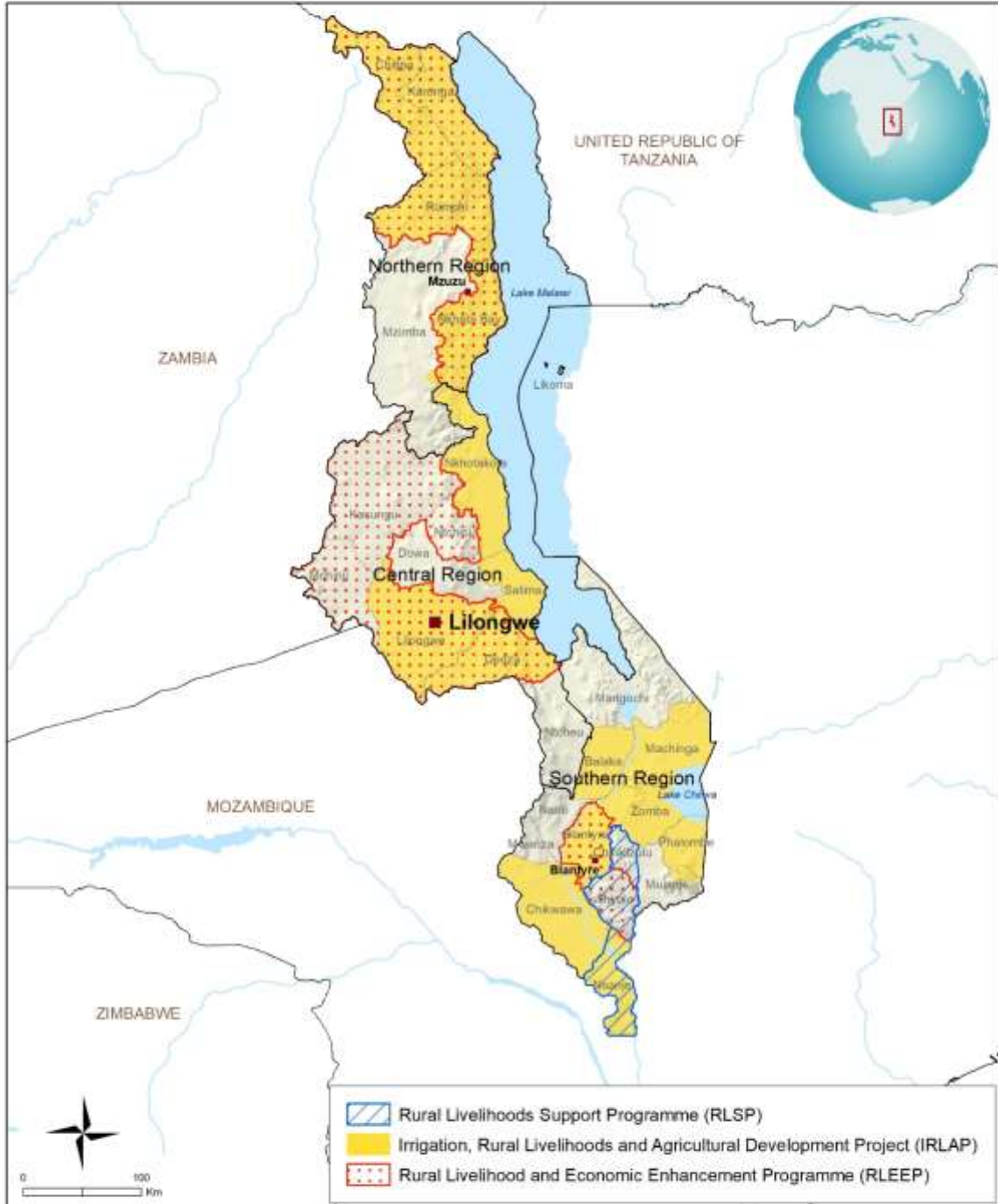


The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.

Map compiled by IFAD | 04-05-2021

Republic of Malawi
IFAD-funded closed operations

Country strategy and programme evaluation



The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.
Map compiled by IFAD | 03-05-2021

Republic of Malawi

Country strategy and programme evaluation

I. Background

A. Introduction

1. In line with the International Fund for Agricultural Development (IFAD) Evaluation Policy, and as approved by the 131st Session of the IFAD Executive Board in December 2020, the Independent Office of Evaluation (IOE) has undertaken a Country Strategy and Programme Evaluation (CSPE) in Malawi. This CSPE is the first country-level evaluation conducted in Malawi and will inform the results-based Country Strategic Opportunities Programme (COSOP) to be prepared in 2022.
2. IFAD began operations in Malawi in 1981. Since then, it has provided USD 350.5 million lending, contributing to a cumulative USD 652.4 million in financing for 14 programmes, four of which are ongoing. The portfolio supports rural poverty reduction and agricultural development, by investing in a range of activities and sectors. IFAD's main counterparts in the Government of Malawi (GoM) are the Ministry of Finance, Ministry of Economic Planning, Development and Public Sector Reforms (MEPD), Ministry of Agriculture (MoA) and the Ministry of the Local Government and Rural Development (see table 1 for further details).

Table 1.

Snapshot of IFAD operations in Malawi

First IFAD-funded project	1981
Number of approved loans	14
On-going projects	4
Total amount of IFAD lending	USD 350.5 million
Counterpart funding	USD 82.4 million (ratio on IFAD lending:0.24)
Beneficiary contributions	USD 15.6 million (ratio on IFAD lending:0.04)
Co-financing amount (local)	USD 37.3 million (ratio on IFAD lending:0.11)
Co-financing amount (international)	USD 166.6 million (ratio on IFAD lending:0.48)
Total portfolio cost	USD 652.4 million
Lending terms	Debt Sustainability Framework (DSF) grant; loans at highly concessional terms
Main co-financier	IDA (USD 121.6 million)
COSOPs	2010-2015; 2016-2022
Country Office	Country Director (A.N. Barros) based in South Africa
Country Directors	M. Bradley (8/05-9/06); M. Okongo (9/06-1/12); A. Benhammouche (1/12-12/14); T. Rath (1/15-2/17); S. Jatta (2/17-6/17); A. Benhammouche (6/17-5/18); A. Barros (5/18-04/21)

Source: CSPE compiled from ORMS and OBI databases.

B. Objectives, scope and methodology

3. **Objectives.** The main objectives of the CSPE are: (i) to assess the results and performance of the ongoing COSOP 2016-2022; and (ii) to generate findings, conclusions and recommendations for the next COSOP in 2022.
4. **Scope.** This is the first IOE CSPE in Malawi. The evaluation assessed the overall strategy pursued, implicit and explicit, and explored the synergies and interlinkages between different elements of the country strategy and programme, the extent to which the lending and non-lending portfolio (including grants) contributed to the achievement of the strategy, and the role played by the Government and IFAD. The loan projects were assessed using standard IOE

evaluation criteria, such as relevance, coherence, effectiveness, efficiency, impact and sustainability. Gender equality and women's empowerment were also assessed and rated.

5. **The lending portfolio** for the CSPE period (2011-2021) includes seven projects (a synopsis is provided in table 2 below). The assessment of the three closed projects draws on the available evaluations from IFAD's IOE and World Bank Independent Evaluation Group (IEG).

Table 2.
CSPE loan portfolio

<i>PROJECT NAME</i>	<i>Date of effectiveness</i>	<i>Financial closure</i>	<i>Total programme costs (USD million)</i>	<i>PROJECT STATUS</i>
Rural Livelihoods Support Programme (RLSP)	30/08/2004	31/03/2014	16.6	Evaluated. IFAD IOE (2017 PPE)
Irrigation, Rural Livelihoods and Agricultural Development Project (IRLADP)	24/05/2006	31/12/2012	52.1	Evaluated. WB IEG (2021)
Rural Livelihoods and Economic Enhancement Programme (RLEEP)	01/10/2009	30/06/2018	29.2	Evaluated. IFAD IOE (2020 PPE)
Sustainable Agricultural Production Programme (SAPP)	24/01/2012	30/09/2023	72.4	ONGOING
Programme for Rural Irrigation Development (PRIDE)	15/02/2017	30/06/2024	84.0	ONGOING
Financial Access for Rural Markets, Smallholders and Enterprise Programme (FARMSE)	15/08/2018	31/12/2025	57.7	ONGOING
Transforming Agriculture through Diversification and Entrepreneurship Programme (TRADE)	28/07/2020	31/03/2027	125.4	ONGOING

Source: Elaborated from ORMS data.

6. **The grants portfolio** for the CSPE period includes a total of 65 grants with a value of USD 160.2 million. A sample of 17 grants has been selected for a review (see table in Annex V). Priority was given to grants that focus on Malawi or, in case of regional or global grants, less than 10 countries, including Malawi. Furthermore grants managed by the East and Southern Africa (ESA) division were priorities, followed by the technical divisions, such as the Sustainable Production, Markets and Institutions Division and the Environment, Climate, Gender and Social Inclusion Division.¹
7. **Methodology and process.** Based on a thorough desk review, the CSPE produced an Approach Paper and a theory of change (see Annex II). The Approach Paper presents the evaluation methodology in detail. The theory of change identifies the impact pathways that guided the elaboration of hypotheses and expected results. It also helped define the key questions for each evaluation criteria (see Annex III):

¹ This was based on the assumption that these divisions are the most engaged in the implementation of the country and regional strategy. The shortlist did not include grants under the International Land Coalition window, and grants focussing on impact assessments (managed by the Research and Impact Assessment Division of IFAD).

- (i) **Relevance:** Is the IFAD country programme relevant and coherent as contribution to GoM's approach to reduce poverty, food insecurity and malnutrition?
 - (ii) **Effectiveness:** Did the IFAD country programme (including lending and non-lending activities) achieve the COSOP objectives at the time of this CSPE?
 - (iii) **Efficiency:** Were the allocated resources adequate and in line with the COSOP priorities and objectives?
 - (iv) **Partner performance:** How well did IFAD and Government manage risks related to capacities and fiduciary management?
 - (v) **Sustainability:** To what extent did the country strategy and programme contribute to long-term institutional, environmental and social sustainability?
8. **The CSPE mission** in September 2021 comprised remote interviews with partner organisations and other stakeholders, virtual meetings with farmer groups, Focus Group Discussions (FGDs) and field visits. Key informant interviews and FGDs involved Government representatives at both the national and local levels, IFAD staff and consultants, Non-Governmental Organisations (NGOs), research institutions and private entrepreneurs as well as beneficiaries (see Annex XI). The CSPE team held 11 FGDs with a total of 63 participants and 11 virtual meetings with beneficiary groups from 9 districts, attended by 128 group members.
9. Two local consultants conducted a **field mission** from 31 August to 13 September 2021 (see Annex X); field visits were key to obtain feedback from beneficiaries, verify the assets built and assess the complementarity of benefits from various interventions. The selection of districts and farmers groups used a stratified sampling methodology, to identify districts with at least two ongoing projects and groups representing at least 20 per cent of all beneficiaries within a district. The CSPE mission interviewed 43 beneficiary groups, key project staff, local government officials, as well as service providers in seven districts.² In addition, an online stakeholder survey collected feedback from 123 respondents (consultants, project and government staff), commenting on programme design, programme efficiency, institutional agreements, IFAD's role and comparative advantage, sustainability, as well a future areas of focus for IFAD in Malawi (see Annex VIII).
10. **Limitations.** The ongoing pandemic situation due to COVID-19 prevented international travel. It reduced the scope of site visits and direct engagement with larger groups of beneficiaries. Lack of projects' impact data limited the scope of the analysis. In addition, portfolio M&E data were not of sufficient quality or granularity to allow IOE to make a thorough assessment. Geographic information systems (GIS) data are only available for recent activities. Therefore the CSPE primarily depended on the findings from previous project evaluations. The Research and Impact Assessment Division (RIA) has prepared an impact study on the Sustainable Agricultural Production Programme (SAPP) in 2021, which provided some preliminary findings. Qualitative interviews, field visits and an online survey complemented the analysis to the extent possible and allowed triangulation of quantitative and qualitative information.

² Stakeholders interviewed: Government officials (24); Project staff (79); Cooperating partners (9); NGOs (18); Private sector (18); and Banks/bank agents (22). 515 beneficiaries attended the FGDs during field visits; another 148 were met through virtual FGDs.

II. Country context and IFAD's strategy and operations for the CSPE period

A. Economic and social development

11. Malawi is a small, landlocked country in Southern Africa. The neighbouring countries are Mozambique, Zambia and Tanzania. Malawi is a low-income country where poverty remains stubbornly high, driven by poor performance of the agricultural sector, high population growth, and limited opportunities in non-farm activities. In the past two decades, the country has experienced relatively fast, but unstable, levels of economic growth, with a Gross Domestic Product (GDP) per capita growth averaging 4 per cent between 2010 and 2020 (see figure 2 in Annex VII).³
12. The **COVID-19 pandemic** has had a heavy impact on the country's economy. The economic growth for 2020 was at a low 1 per cent, down from earlier projections of 4.8 per cent. The expected growth for 2021 is 2.8 per cent, but this will depend on the evolution of the pandemic in the country and the Government's response. The COVID-19 crisis is having a negative impact on poverty, with urban households being the hardest-hit. Among others, the pandemic is affecting human capital investment in poorer households, reducing future generational income mobility. Nationally, COVID-19 is having an impact on revenue collection, thus increasing the fiscal deficit, public debt and putting the country at high risk of overall debt distress.⁴
13. **Persistent poverty and food insecurity.** The national poverty rate increased slightly from 50.7 per cent in 2010 to 51.5 per cent in 2016,⁵ although extreme national poverty decreased from 24.5 per cent in 2010/11 to 20.1 in 2016/17. In 2020, 37 per cent of children in Malawi were stunted, showing a slight decrease since 2010. As of 2020, the number of moderately or severely food insecure people was 15.2 million, more than half of the country's population.⁶ There are several factors contributing to malnutrition in the country, including poor diets, over-dependence on maize as a staple food and infectious diseases. Weather-related shocks, limited purchase power, and high population density and growth, curb the availability and access to food.⁷
14. **Youth** represent the largest share of one of the fastest growing populations in the world.⁸ In 2020, 81 per cent of the population was younger than 35. The lack of decent job opportunities in rural areas pushes young people to run informal, low-profit businesses, mainly in the farming sector. These businesses have poor value added, due to poor skills, limited access to infrastructure and ICT, constrained access to financial services, scarce market integration and missing support from business organisations.⁹
15. **Gender disparities** are a major obstacle to socio-economic development. Malawi ranks 142nd out of 162 countries in the 2019 Gender Inequality Index.¹⁰ Rural women perform unpaid labour and focus on subsistence crops to meet the food needs of the family. These expectations generate 'time poverty', which reduces women's production and productivity.¹¹ Gender-based violence is more widespread in rural than in urban areas.¹² The opportunity cost of these gender disparities is

³ World Bank Open Data. 2021. Malawi Country data. <https://data.worldbank.org/country/malawi>

⁴ World Bank. 2021. Malawi Country Overview. <https://www.worldbank.org/en/country/malawi/overview#1>

⁵ World Bank Open Data. 2021. Malawi Country data. <https://data.worldbank.org/country/malawi>

⁶ FAOSTAT Malawi Country data. (Calculations on a three-year average over 2017-2019).

⁷ UNICEF 2018. Malawi Nutrition Factsheet.

⁸ Malawi's population is expected to double by 2038 (Source: World Bank Malawi Country Overview- World Bank. 2021. Malawi Country Overview. <https://www.worldbank.org/en/country/malawi/overview#1>).

⁹ OECD Development Centre. 2018. Youth Well-being Policy Review of Malawi. EU-OECD Youth Inclusion Project.

¹⁰ United Nations Development Programme (UNDP). 2019. Human Development Index Malawi.

¹¹ UN Women, UNDP, UNEP. 2018. Factors Driving the Gender Gap in Agricultural Productivity: Malawi.

¹² OECD Development Centre. 2018. Youth Well-being Policy Review of Malawi. EU-OECD Youth Inclusion Project.

substantial; it is estimated that closing the gender gap would result in an increase of USD 100 million in GDP and lift 238,000 Malawians out of poverty every year for 10 years.¹³

16. **Agriculture** is by far the most important sector in the economy, accounting for 40 per cent of GDP and 80 per cent of the foreign exchange earnings; crop production provides 74 per cent of rural incomes. Notwithstanding, the agricultural sector continues to perform below its full potential on account of a number of challenges, including: high transport costs; few functional farmer organizations; poor product quality control and inadequate information on markets and prices. Scarce diversification in crop production is a source of vulnerability. Tobacco has long been the main agricultural export, accounting for 55.6 per cent of the country's total exports in 2019.¹⁴ Maize is the main component of the Malawian diet, grown by about 80 per cent of smallholder farmers in predominantly monocropping systems.¹⁵ Agriculture is mainly rain-fed and remains highly vulnerable to weather-related disasters.¹⁶ As of 2015, less than three per cent of agricultural areas benefitted from engineered irrigation. Irrigation is considered one of the key factors to foster agricultural development. To this end, the Government of Malawi, with funds from several donors, has mobilised substantial investment for irrigation and hydropower projects. In order to target less profitable crops (that do not justify the cost of operating and maintaining irrigation infrastructure) further interventions address sustainable soil and water management.¹⁷
17. **Lack of tenure security** is a growing risk factor for smallholder farmers, which does not seem to be adequately addressed by the current COSOP. A recent reform of the Land Act has the potential to improve tenure security for customary land owners, but the roll-out has been delayed and it will likely continue to be problematic due to newly imposed taxes and the need for decentralized structures to become operative
18. **Natural disasters.** Erratic rainfalls, higher temperatures and dry spells during the rainy season – now exacerbated by the effects of climate change – limit agricultural productivity.¹⁸ In March 2019, Cyclone Idai affected 17 geographical areas with heavy rains and strong winds, affecting an estimated 975,588 people. The socio-economic impact of climate-induced shocks is highest in the poorest districts.¹⁹
19. **Development assistance.** Malawi relies heavily on external aid. Both the commitments of the Official Development Assistance and the remittances inflows have generally increased since 2006. Between 2010 and 2019, the country has received a total of USD 11.3 billion (current USD) from official donors (further details on ODA and remittances in figure 1 in Annex VII).

B. Agriculture and rural development policies

20. The Government of Malawi has designed and implemented several policies and development frameworks to improve the performance of the agricultural sector. The **Malawi Growth and Development Strategy** (MGDS) is a series of five-year plans and the country's overarching medium-term development tool. The MGDS II (for the period 2012-2016) emphasised six priority areas: agriculture and food security; irrigation and water development; transport infrastructure development; energy generation and supply; integrated rural development; and prevention and

¹³ UN Women, World Bank, UNEP, UNDP. 2015. The Cost of the Gender Gap in Agricultural Productivity in Malawi, Tanzania, and Uganda.

¹⁴ Observatory of Economic Complexity. 2019. Malawi Country Overview. <https://oec.world/en/profile/country/mwi>

¹⁵ FAO. 2015a. Malawi country fact sheet on food and agriculture policy trends. Food and Agriculture Policy Decision Analysis.

¹⁶ FAO. 2015b. National Investment Profile. Water for Agriculture and Energy: Malawi.

¹⁷ USAID. 2018. Sustaining poverty escapes in Malawi.

¹⁸ USAID. 2017. Climate change risk profile Malawi.

¹⁹ World Bank. 2019. Malawi Economic Monitor: Charting a New Economic Course. <https://www.worldbank.org/en/news/feature/2019/06/25/malawi-economic-monitor-charting-a-new-economic-course>

management of nutrition disorders, and HIV/AIDS.

21. Under this framework, the **Agriculture Sector-Wide Approach (ASWAp)** set the priority investments in agriculture from 2011 to 2016. The main goal of ASWAp was to increase agricultural productivity and to make Malawi a hunger free nation, enabling people to access nutritious foods and increase the contribution of agro-processing to economic growth.²⁰ The ASWAp included the Farms Input Subsidies Programme and the Green Belt Initiative.²¹
22. The current MGDS III (2017-2022), 'Building a Productive, Competitive and Resilient Nation', focuses on education, energy, agriculture, health and tourism. Achieving food and nutrition security is still a high priority and a prerequisite for poverty reduction, however MGDS III presents a shift from social consumption to sustainable economic growth and infrastructure development.²² Also the **National Agricultural Policy** (2016 - 2021) sought to promote growth, by supporting the transition from subsistence farming to non-traditional, high-value agricultural value chains.²³ The National Agriculture Investment Plan (NAIP) is the Policy's investment framework and ensures coherence with other sectorial policies and investment plans. The Malawi 2063 Vision, launched in January 2021, further supports this policy vision, aiming to transform the country into an inclusively wealthy and self-reliant industrialised upper-middle-income country. For the agriculture sector, the goal is to foster productivity and commercialization and supply raw materials for industrial processing.²⁴
23. The **Farms Input Subsidies Programme (FISP)** has been the flagship public programme for agriculture from 2005 to 2020, with a total yearly budget that grew from MK4.5 billion (USD 5.7 million) in 2005/2006 to MK35.5 billion (USD 44.9 million) in 2019-2020.²⁵ It mainly supported maize production, by supplying eligible households with vouchers to purchase subsidised inputs. The programme targeted smallholder farmers who owned land and were legitimate residents of their villages; as a result, more vulnerable community members, such as female-headed and poorer households, were less likely to benefit from the programme.²⁶ After the extent of FISP's impact was repeatedly questioned, in 2020 the programme was replaced by the Affordable Input Programme, which is set to benefit 3.6 million farming households, improving food security and reducing poverty, implementing similar measures to its predecessor.²⁷
24. **The public expenditure in support of food and agriculture** has decreased for several years until very recently. In 2018, the government allocated close to 10 per cent of its Development Budget to Agriculture (MK78 billion; USD 98 million), in line with the commitment under the Comprehensive Agriculture Development Plan and Maputo Declaration, but the majority of this budget (53 per cent) was allocated to the FISP, which dominated agriculture investments without making significant contributions to food and nutritional security.²⁸ The government has recently increased the budget allocation to agriculture, allocating MK167 billion (USD 211 million) to the agricultural sector for 2019-2020 and MK354.8 billion (USD 448 million) for 2020-2021 for wages and salaries, maize purchases, the Affordable Input Programme and other development projects, representing 16 per

²⁰ MoA. 2011. Agriculture Sector Wide Approach (ASWAp).

²¹ FAO. 2015a. Malawi country fact sheet on food and agriculture policy trends. Food and Agriculture Policy Decision Analysis.

²² UN Malawi. 2019. The Malawi Growth and Development Strategy (MGDS) III 2017-2022.

²³ Government of Malawi. 2016. National Agriculture Policy.

²⁴ NPC. 2021. ANNUAL REPORT 2021. Malawi 2063 Vision.

²⁵ Gladys Nthenda. 2019. Highlights of the K1.7 trillion 2019/20 Budget. Online article (9/9/2019) available at <https://www.kulinji.com/article/news/2019/highlights-k17-trillion-201920-budget>

²⁶ IFPRI. 2011. The impacts of agricultural input subsidies in Malawi.

²⁷ IFPRI. 2020. OP-ED: How to make the AIP more cost effective.

²⁸ UNDP. 2018. Malawi: Brief on the budget statement (financial year 2018-2019).

cent of the total budget.²⁹

25. The **National Resilience Strategy** is a multi-sectoral strategy, aligned with the NAIP, for the period 2018-2030, developed to address the increasing frequency of extreme weather events linked to climate change and variability. Under Pillar 1, the strategy identifies the priority areas for Resilient Agricultural Growth.³⁰ The **National Multi-Sector Nutrition Policy 2018–2022** seeks to realign the national nutrition priorities with the national development agenda and strengthen programming accordingly. In the agricultural sector, the policy identifies high dependence on subsistence and rain-fed agriculture, poverty, limited crop diversification, and poor disaster-risk management as the main challenges to address.³¹

C. IFAD’s evolving strategy

26. During the period covered by the CSPE two Country Strategic Opportunities Programmes (COSOP) were implemented: COSOP 2010–2015 and COSOP 2016–2022 (illustrated in table 3 below).
27. The **COSOP 2010-2015** set as the overarching goal of IFAD assistance to Malawi to reduce poverty and expand economic opportunities for the rural population. It sought two strategic objectives (SO): (i) improve access for the poor to appropriate technology and services for sustainable natural resource management; and (ii) improve access to sustainable agricultural input and produce markets. The first SO focused on intensifying productivity through better agricultural practices and support to small- and medium-scale irrigation systems and water management. The second sought to support the transition from subsistence to small-scale commercial farming through larger agricultural surpluses and value added, access to financial services and availability of commercial agricultural inputs.

Table 3.

COSOPs 2010-2015 and 2016-2022

	<i>COSOP 2010-2015</i>	<i>COSOP 2016–2022</i>
<i>Strategic Objectives</i>	<p>SO1: appropriate technology and services for sustainable natural resource management; increased and sustainable productivity through improved management of land and water resources.</p> <p>SO2: sustainable agricultural input and produce markets; transition from subsistence farming to small-scale commercial farming built around public-private partnerships with agribusiness enterprises</p>	<p>SO1: Resilience to natural shocks and enhance food and nutrition security; reduce vulnerability to weather extremes and natural disasters. Investments in (i) climate-proof infrastructure, including irrigation and soil and water conservation and (ii) on-farm technology.</p> <p>SO2: Access to remunerative markets and services; benefit from agricultural commodity markets; improved access to rural financial, market and business development services; business opportunities for smallholder farmers; very poor households to benefit from the Graduation Approach.</p> <p>Social, Environmental and Climate Assessment Procedures (SECAP) strategic objective: Promote an integrated catchment restoration and management approach in the future country programme – in order to ensure priorities in environmental sustainability, rural social equity and climate adaptation/mitigation are effectively integrated into the strategic objectives of the forthcoming RB-COSOP</p>

²⁹ Sylvester Kumwenda and Lilly Kampani. 2020. Malawi: K 2.2 Trillion 2020/2021 National Budget Presented. Online article (12/9/2020) available at <https://allafrica.com/stories/202009140107.html>

³⁰ Government of Malawi. National Resilience Strategy (2018 – 2030). Breaking the Cycle of Food Insecurity in Malawi.

³¹ Government of Malawi Department of Nutrition, HIV and AIDS. 2018. National Multi-Sector Nutrition Policy 2018–2022.

<i>Collaborations and Co-financing</i>	Key government partners: Ministry of the Local Government and Rural Development; Ministry of Agriculture (MoA). Co-financing of IRLADP with WB.	Key government partners Ministry of Agriculture (MoA); Ministry of Finance, Ministry of Economic Planning and Development (MEPD); Ministry of the Local Government and Rural Development.
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Source: COSOP documents.

28. The **COSOP 2016-2022**, approved in December 2016, is more strongly concerned with supporting resilience and has an explicit reference to climate change and nutrition as mainstreaming themes. Its first strategic objective (SO): "Smallholder households become resilient to natural shocks and enhance food and nutrition security" is meant to be achieved through climate-proof infrastructure, such as irrigation and soil and water conservation, and climate-smart, nutrition-sensitive agriculture. The second SO seeks to enable smallholder farmers to benefit from agricultural commodity markets: "Smallholder households access remunerative markets and services" by supporting improved access to rural financial, market and business development services.

D. Portfolio

29. **IFAD's Performance-Based Allocations** for Malawi have doubled over the evaluation period, from an annual allocation of USD 13.3 million in 2013 to USD 28 million in 2020. This has led to a significant increase in the size of the lending portfolio as well as in the size of individual programmes (see figure 4 in Annex VII).
30. **Loan portfolio.** Seven projects were implemented between 2011 and 2021, for a total portfolio financing of USD 437.3 million; of these, IFAD funded a total of USD 271.6 million and the Government's counterpart contribution was USD 49.5 million (see Annex IV for details on financing terms). Beneficiaries contributed USD 22.8 million and domestic financiers' contributions were worth USD 22.2 million. International financial institutions contributed the remaining USD 71.2 million (see figure 6 in Annex VII). Table 4 below presents briefly the seven projects' areas of intervention and main activities.

Table 4.

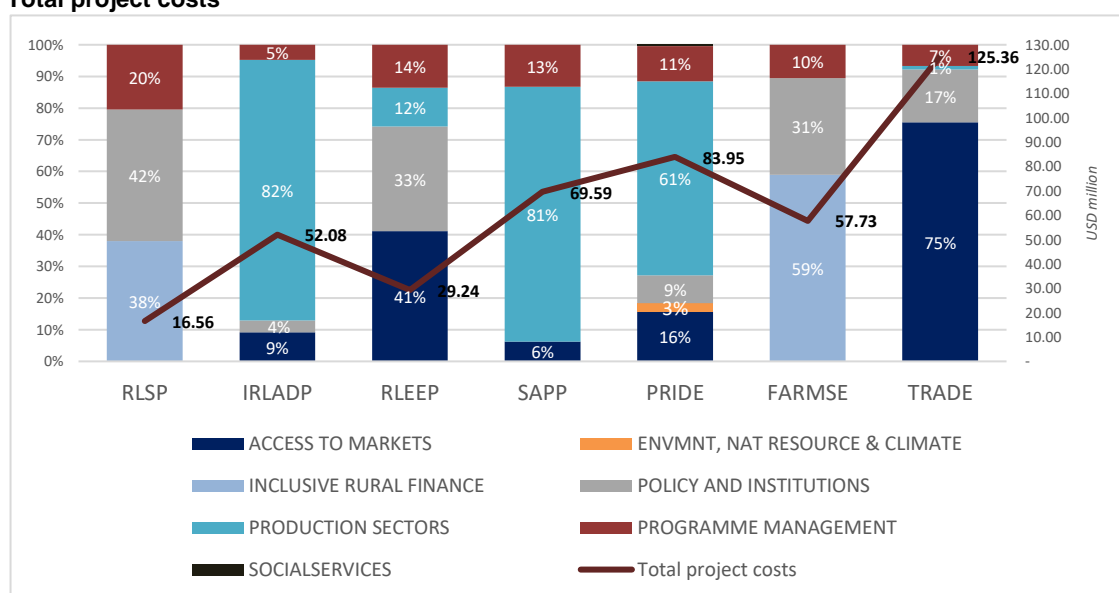
Loan portfolio and main areas of intervention

PROJECT NAME	Start-End date	Total project costs (USD million)	PROJECT DESCRIPTION
Rural Livelihoods Support Programme (RLSP)	2004-2014	16.6	Sustainable agricultural production and NRM technologies; Financial support for farm and off-farm investment; Infrastructure development; Capacity building for individuals and community organizations.
Irrigation, Rural Livelihoods and Agricultural Development Project (IRLADP)	2006-2012	52.1	Co-financed with the World Bank; Irrigation farming (infrastructure; institutional capacity building).
Rural Livelihoods and Economic Enhancement Programme (RLEEP)	2009-2018	29.2	Co-financed by OPEC Fund for International Development and Royal Tropical Institute of Netherlands; Development of value chains; Agriculture Commercialisation Fund grants facilitation; VC training/capacity-building; VC infrastructure.
Sustainable Agricultural Production Programme (SAPP)	2012-2023	72.4	Widespread adoption of simple/affordable good agricultural practices (GAPs); Adaptive research.

Programme for Rural Irrigation Development (PRIDE)	2017-2024	84.0	Irrigation development and catchment management; Support water user association (WUAs); Facilitate GAPs adoption and link farmers to markets.
Financial Access for Rural Markets, Smallholders and Enterprise Programme (FARMSE)	2018-2025	57.7	Ultra-poor graduation model development and scaling up; CBFOs support; Innovation and outreach facility; Partnerships, knowledge generation, and policy support.
Transforming Agriculture through Diversification and Entrepreneurship Programme (TRADE)	2020-2027	125.4	Co-financed by OPEC Fund for International Development; VC commercialization; Producer/public/private partnerships (4 Ps); Capacity building, policies and regulatory support; Infrastructure development.

31. Since 2011, the largest investments have been in production sectors (36 per cent), with a focus on crops (19 per cent) and irrigation (17 per cent). Other large sectors of investment include business development (18 per cent), policy and institutions (15 per cent) and inclusive rural finance (9 per cent) (see figure 5 in Annex VII). While project investments became more focussed on subsectors, their overall budget has sharply increased: PRIDE (irrigation development, USD 84 million), FARMSE (rural finance, USD 57.7 million) and TRADE (value chain and business development, USD 125.4 million). Not only the nature of the projects, but also the priority areas of focus have changed, with access to markets and access to rural financial services absorbing a large amount of funding (75 per cent and 59 per cent respectively in TRADE and FARMSE). Figure 1 below illustrates the funding size and composition in the seven programmes evaluated.

Figure 1
Total project costs



Source: CSPE analysis based on Oracle Business Intelligence data.

32. **Grant portfolio.** A large number of IFAD-funded grants were implemented in Malawi between 2011 and 2021. The grants portfolio during this period includes a total of 65 grants with a value of USD 160.2 million. Of these, USD 51.3 million were financed by IFAD, while USD 108.8 million were co-financed by other partners like the European Commission, research centres and national development agencies. Co-financing was particularly relevant for the 34 global and regional large grants (covering USD 70.9 million out of USD 114.2 million) and the six Global Environment Facility (GEF) grants (covering USD 30.4 million). Twelve global and regional small grants were instead primarily financed with IFAD resources for a

total amount of USD 5.6 million out of 6.7 million of total financing. Only one grant was funded under the country specific window (see table 5 below). The main thematic areas addressed by grants include resilience, food security, nutrition, market access, gender equality and women's empowerment, financial services, producers' groups, policy dialogue, agricultural technologies and knowledge management.

Table 5.
Grants financing (2010-2020)

<i>Window*</i>	<i>Number of grants</i>	<i>Sum of IFAD funds (USD)</i>	<i>Co-financing (USD)</i>	<i>Total (USD)</i>	<i>%</i>
CONTRIB	2	300.000	5.503.000	5.803.000	3,62%
CSPC	1	0	209.450	209.450	0,13%
GEF	6	0	30.417.339	30.417.339	18,98%
GLRG	48	51.070.100	72.124.198	123.194.298	76,89%
GR-ARFD	2	2.200.000	0	2.200.000	1,37%
GR-Large	34	43.305.100	70.937.708	114.242.808	71,30%
GR-Small	12	5.565.000	1.186.490	6.751.490	4,21%
ILC	8	0	597.137	597.137	0,37%
Grand Total	65	51.370.100	108.851.124	160.221.224	100,00%

* CONTRIB: global; CSPC: Country Specific; GEF: Global Environment Facility; GLRG: global and regional; ARFD: Agricultural Research for Development; ILC: International Land Coalition.

Source: CSPE analysis based on Oracle Business Intelligence data.

33. In addition, there PRIDE includes an ASAP trust fund (US\$7 million). The programme also mobilised grant funding worth US\$ 685,150 from the Rural Poor Stimulus Facility (RPSF).

Key points

- Poverty and food security remain stubbornly high in Malawi, driven by poor performance of the agricultural sector, volatile economic growth, high population growth, and limited opportunities in non-farm activities for the youth. Gender disparities are a major obstacle to socio-economic development.
- Agriculture is by far the most important sector in the economy, but it continues to perform below its full potential on account of several challenges. Limited use of irrigation is a major constraint to land productivity.
- The government has only recently started to allocate more funds to food and agriculture. The goal the Malawi 2063 Vision sets for the agricultural sector is to foster productivity and commercialization and supply raw materials for industrial processing, in view of a shift from social consumption to economic growth and infrastructure development.
- Between 2011 and 2021, IFAD implemented seven projects (for a total portfolio financing of USD 437.3 million) and funded 65 grants (with a grant portfolio value of USD 160.2 million).
- The size of IFAD lending portfolio in Malawi has significantly increased during the last ten years. Both the size and the nature of projects have changed, with large budgets allocated to mono-thematic programmes.

III. Performance and rural poverty impact of the country strategy and programme

A. Relevance

Alignment with national policies and strategies

34. The objectives and thematic threads of the two COSOPs are broadly aligned with the GoM's major development policies and strategies. IFAD's support to Malawi focuses on sustainably reducing the high level of rural poverty, as reflected by COSOPs strategic objectives and by the ongoing projects, which consistently follow up the closed ones across different sectoral priorities.
35. **Increased emphasis on agricultural commercialisation** in agricultural policies is reflected in the shift of focus in the COSOP since 2016. The current COSOP (2016-2022) was aligned to the National Agriculture Policy (NAP) (2016 – 2021) and the related National Agriculture Investment Plan (NAIP), which place emphasis on farmer-led agricultural transformation and commercialization, and to the National Irrigation Policy (2016).
36. This shift in government policies has led IFAD to modify its approach to rural poverty. While COSOP 2010-2015 stipulated a more direct, explicit focus on poverty reduction, the current COSOP aims to reduce rural poverty through transformation of smallholder agriculture by linking improved service delivery and access to markets. The COSOP 2016-2022 assumes that successful delivery of benefits will trickle down to the very poor: *"Investment and non-project activities will focus on economically active poor rural people while creating spin-off for vulnerable, food-deficit households."* The approach is evident in progressively larger budgets being allocated to irrigation for cash crop production (PRIDE), access to financial services (FARMSE) and value chain development (RLEEP, TRADE). However, **considering the high and sustained rates of poverty and extreme poverty, it is questionable if the "spin-off effects" from market-oriented approaches will be sufficient to significantly improve the livelihoods of very poor and food-insecure households.**
37. **Increased focus on resilience** is reflected in the National Resilience Strategy (2018-2030) and in the recent Malawi 2063 Vision. The current COSOP (2016-2022) includes a Social, Environmental and Climate Assessment Procedures (SECAP) Study, which sets an additional objective to guide the strategic orientation of the new country programme: *Promote an integrated catchment restoration and management approach in order to ensure that priorities in environmental sustainability, rural social equity and climate adaptation/mitigation are effectively integrated into COSOP strategic objectives.*³²
38. **Loan resources allocated for Environment and Natural Resources Management (ENRM) and climate change were largely inadequate.** SAPP has supported this objective through facilitating the dissemination and adoption of GAPs which, among other things, aim to improve soil health through integrated packages of improved soil and water management.³³ PRIDE has also supported this objective through irrigated and rain-fed agriculture and, supported by the grant 'Enhancing the Resilience of Agro-ecological Systems Project' (ERASP), also addresses water catchment and soil management; these aspects are important not just for sustaining the irrigation infrastructure but also for the ecosystem, but they were completely disregarded by IRLADP. In addition, there were two grant-funded projects that provided important support to PRIDE and SAPP adaptation targets,

³² To this end, the SECAP Study suggests to support a transition from traditional sectoral project approaches (i.e. agriculture, irrigation, access to markets/financial services) to a holistic landscape approach; it emphasizes the importance of mainstreaming social, environmental and climate change measures in poverty reduction strategies; and it encourages the adoption of community-driven and participatory approaches in catchment / landscape management.

³³ SAPP Programme Design Report, p.13, November 2011.

but they represent a small proportion of the overall grant portfolio.³⁴

39. **Increased focus on nutrition** under the second COSOP is aligned with the National Multi-Sector Nutrition Policy (2018–2022). Both PRIDE and SAPP included a strategy on mainstreaming nutrition in their respective Project Design Reports. SAPP in particular has carried out extensive nutrition-sensitive activities such as trainings and cooking demonstrations, promotion of food and nutritional crops diversification into nutrient rich varieties, and promotion of small livestock and goat pass-on packages. In addition, the country programme includes one grant managed by McGill University specifically addressing nutrition. The grant supported retrofitting of nutrition to on-going projects such as RLEEP, and was successful in re-orienting the focus of concerned projects towards nutrition-sensitive interventions. Nutrition was broadly integrated into the recent projects which benefited nutrition-sensitive social groups. In 2021, FARMSE received grant-financing (with USD 435,062) from NORAD targeting 8,030 ultra-poor households in Balaka, Deza and Machinga. The grant will support nutrition-sensitive activities implemented by service providers (Oxfam, World Relief) under the FARMSE project. Anecdotal evidence from CSPE field visits suggests that nutrition demonstrations have benefited smallholders under different projects.
40. **Focus on gender** is aligned with the National Gender Policy (2015), whose aim is to reduce gender inequalities and enhance participation of women, men, girls and boys in equitable socio-economic development.³⁵ IFAD's focus on gender is highly relevant to the need of addressing different dimensions of inequality in agriculture and food security, as highlighted by the Malawi Country Gender Profile: unequal workloads between men and women, unequal control of productive assets, limited participation of women in household and community decision-making, lower literacy rates (57 per cent women versus 74 per cent for men), lower access to opportunities and services, and women as the prime victims of gender-based violence.³⁶
41. **Emphasis on youth participation** - both COSOPs respond to the priorities of the NAP and the National Export Strategy 2013-2018. Youth-targeted interventions include promotion of off-farm work, training, financial services and agro-processing and services, with the aim to reduce youth unemployment (as high as 40 per cent), poor skills and low literacy rates.
42. **Addressing smallholder priorities.** The country programme has been comprehensive and consistent in addressing key issues faced by smallholder farmers in Malawi. Issues such as high vulnerability, low productivity and food insecurity as a result of unsustainable land use and mono-cropping cultures (maize) were addressed in various ways, including technology (e.g. double-roll planting in legumes; GAPS; improved cultivars and improved livestock breeds) and irrigation development and promotion of legumes under SAPP to contribute to both crop and dietary diversity and capacity building. Projects were designed in complementary manners, to support transition to commercial agriculture, for example by strengthening access to markets and commercialization through value chain approach supported by infrastructure development and governance (see table 5 in Annex VII). However, the actual geographic overlaps between projects' coverage,³⁷ were too few to realize the anticipated complementarities and synergies (see section III.B. Coherence).

³⁴ Enhancing the Resilience of Agro-Ecological Systems (ERASP) and Understanding the Adoption and Application of Conservation Agriculture in Southern Africa (follow up of the Programme for Facilitating the Adoption of Conservation Agriculture by Resource Poor Smallholder Farmers in Southern Africa).

³⁵ Republic of Malawi. 2015. National Gender Policy.

³⁶ Government of Malawi, African Development Bank (AfDB), UN Women. 2020. Republic of Malawi Country Gender Profile: Current state of Gender equality and Women Empowerment.

³⁷ Chitipa has had all 5 programmes IRLSP, RLEEP, SAPP, PRIDE and FARMSE. Lilongwe and Bantyre have had IRLADP, RLEEP, SAPP and FARMSE. Nkatabay has had IRLADP, RLEEP, PRIDE and FARMSE.

Quality of country programme design

43. There is fair **continuity in the thematic focus** and the strategic objectives of COSOP 2010-2015 and COSOP 2016-2022. The closed projects that fell under COSOP 2010-2015 strategic framework focussed on key thematic areas such as rural development (RLSP), irrigation and agricultural development (IRLADP) and value chains (RLEEP). The thematic focus was further aligned and tightened under COSOP 2016-2022. It included adaptive research and extension (SAPP), irrigation (PRIDE), access to financial services (FARMSE) and value chains (TRADE). TRADE is building on RLEEP, on explicit request from the Government, to continue the work started on value chain development. Finally, COSOP 2010-2015 provided some support to improving access to rural finance under RLSP. FARMSE responds to the need for an innovative approach to rural finance for smallholders and seeks to overcome the limited access to financial services by supporting the activities of the whole project portfolio transversally.
44. **Focus on IFAD's mainstreaming themes** has evolved over the period. COSOP 2010-2015 stressed that HIV/AIDS, gender, youth and nutritional issues had to be mainstreamed across both strategic objectives and in all programmes/projects. Climate change was not amongst the mainstreaming themes. On the other hand, COSOP 2016-2022 puts a strong emphasis on climate change and nutrition issues. Youth and gender are less explicit as mainstreaming themes but still extremely relevant. Finally, while tenure security is still recognised as important contribution to resilient livelihoods in the COSOP 2010-2015, it disappeared from the COSOP 2016-2022.³⁸ There were attempts to retrofit some of the emerging themes to ongoing projects (e.g. nutrition in RLEEP) but implementation has not always been consistent.
45. **Weaknesses in project designs.** Despite the progress made, there were some recurrent shortcomings in the design of infrastructure projects. For instance, the design of IRLADP did not foresee a **preparatory phase** to facilitate the kick off of preparatory activities. This resulted in a three year delay in implementation. The same shortcoming was noted for PRIDE (the follow-up programme). The programme has seen a start-up delay of approximately 18 months that led to further delays in developing the irrigation infrastructure and associated land and water governance core activities. There were issues of dealing with land and water governance followed by irrigation designing, feasibility studies, Environmental and Social Impact Assessments and recruiting service providers; these required lengthy and complex processes and support both from government and IFAD.³⁹
46. The programmes implemented during the CSPE period, and especially those designed under COSOP 2016-2022, were **overambitious** in their attempt to introduce innovative practices and partnerships. For instance, some projects had numerous vertical and horizontal partnerships (RLEEP, FARMSE) resulting in difficulties to effectively manage and monitor them – this was exacerbated by weak M&E systems.⁴⁰ Other projects were complex to manage (IRLADP), and they required expertise from a range of different expert fields. This often resulted in many pilots and scattered results at the time of completion (RLEEP). Projects that benefitted from time extensions (SAPP) were able to bring these initiatives to fruition; in other cases (RLEEP), premature closure left projects with unfinished or unsustainable results.

³⁸ For example, a comprehensive assessment of land tenure context and related challenges, in relation to gender and climate change, is present in the PDRs of SAPP and PRIDE, but this analysis does not translate in the allocation of budget or in the planning of activities.

³⁹ The design of PRIDE has been overly ambitious especially in Component 1 which deals with irrigation infrastructure and has the bulk of the resources (64 per cent) allocated. This component is also the core of the programme with the other components being mainly supportive or complementary. The feasibility studies revealed that the construction costs of the irrigation infrastructure were much higher than expected, with the results that the programme had to be downsized.

⁴⁰ IOE. 2020. RLEEP Project Performance Evaluation Report 5404-MW.

47. Another concern is the continued practice of **low target setting** during design (“under targeting”). While this was intended to improve the quality and depth of targeting, reality showed that it did not prevent the excessive focus on outreach targets pursued through the service providers. The reported numbers suggest that projects were striving to achieve their targets way before the completion (SAPP and FARMSE). The focus on outreach and the high numbers reported by service providers suggest over-performance while at the same time it distracts from the actual results achieved. For instance, the beneficiaries of FARMSE’s Ultra Poor Graduation component (UPG) surpassed the end of project target beneficiaries by 137 per cent just in the second year of implementation (see Effectiveness, section III.C).⁴¹
48. **Design of M&E** has shown persistent weaknesses.⁴² Logical frameworks lacked **Key Performance Indicators at outcome and impact level**; where appropriate indicators were in place, they were not consistently tracked. Logframes did not include baseline values (RLEEP, PRIDE, FARMSE, and SAPP). Baseline studies were implemented only years into implementation.⁴³ This has made it difficult to track changes over time and ultimately **limited the possibility of assessing impact on poverty and food security** (as highlighted in all three Project Performance Evaluations (PPE) available for closed projects) .

Targeting strategies

49. Set in a context of widespread poverty, IFAD interventions in Malawi were successful in targeting the poor. A range of pro-poor and gender targeting strategies have been used throughout the Malawi Country programme, with variations in scope and depth in individual programmes. Project designs included a range of strategies targeting different poverty groups. However, they were not always implemented as planned, as for example stated by the RLEEP Project Performance Evaluation (PPE) (2020). In the projects working with service providers (RLEEP, FARMSE), the efficacy of targeting also depends on the commitment and capacity of the service provider; this has led to great variation in outreach to poor men and women (see section III.C).
50. **Geographic targeting.** Since 2011, the country programmes have covered all 28 districts in Malawi. Poverty is widespread in the country, and levels of poverty were not the sole criteria for selecting target areas. Rural and agricultural development programmes such as RLSP, SAPP and PRIDE did not specifically target the poorest districts. On the contrary, Nkhata-bay and Chitipa in the northern region, with relatively lower Multidimensional Poverty Index (MPI), benefited from five out of seven programmes during last ten years. Poorer districts such as Mangochi, Neno, Dowa, Mulanje, Mwanza are now targeted by two programmes (FARMSE and TRADE) (see table 4 in Annex VII).⁴⁴ Levels of food insecurity were also not the decisive factor for geographic targeting. In the case of PRIDE geographic focus considered the potential of irrigation sites. These include districts with very high shares of food insecure population such as Machinga, Chikwawa, Mwanza, Mangochi and Mchinji). Two out of six districts where SAPP works are highly food insecure, namely Balaka and Chiradzulu.
51. **Social targeting.** The selection of beneficiaries was participatory in consultation with district administrations, community leaders and community members. According to the interviews, Participatory Rural Appraisal methods were quite

⁴¹ Another issue was the confusion between household targets and person targets. In several cases this resulted in overreported outreach figures (e.g. RLEEP, FARMSE).

⁴² IOE. 2020. RLEEP Project Performance Evaluation Report 5404-MW.

⁴³ The RLSP PPE was not availed with baseline or endline reports. The Baseline Report for Knowledge, Attitude and Practice Food Survey among Smallholder Farmers was only ready in 2015, that is 6 years after RLEEP became effective and 3 years before project closure – similarly 4 years after SAPP became effective.

⁴⁴ Oxford Poverty and Human Development Initiative (OPHI). 2020. Global MPI Country Briefing 2020: Malawi (Sub-Saharan Africa)

effective at identifying populations with households categorised as poor within each district. These were classified as female headed, male headed households and non-adult headed households, with the later aimed to reach the youth. Only few projects included specific activities targeting the poorest farmers. In SAPP, vulnerable farmers were targeted through Income Generating Projects. FARMSE targeted the very poor through the UPG. TRADE is expected to select more pro-poor for potential impacts on nutrition and climate change.

52. Targeting of women and youth took place mainly through quotas set at design. Targets on female beneficiaries varied between programmes, ranging between 30 per cent in RLEEP's and PRIDE and 55 per cent in TRADE. RLEEP, PRIDE and FARMSE developed targeting strategies to guide implementation of gender in the programme activities. The three closed projects did not foresee minimum quotas set for youth participation; amongst ongoing projects, targets on youth participation were set at 20 per cent, 30 per cent and 50 per cent for FARMSE, PRIDE and the most recent TRADE respectively. In FARMSE, deliberate efforts were made to include people with disabilities, people living with HIV and 'ultra-poor' as defined by the Malawi government.

Institutional arrangements and capacities

53. Under the COSOP 2016-2022, larger budgets have been allocated to progressively more ambitious projects, which included a number of innovative features and built on assumed synergies across projects to achieve the intended results. While this responds well to the latest COSOP call for IFAD achieving a "country programme approach", it has proved challenging in practice. The increased size of the recent projects, e.g. TRADE (with a budget of US\$ 125.35 Million), PRIDE (US\$ 83.95 Million) and SAPP (US\$ 73.22 Million) requires enhanced institutional capacity to monitor effective, efficient and appropriate project spending. In addition, the increased technical complexity of value-chain and rural finance projects (TRADE and SAPP) require the coordination of a larger numbers of service providers and implementing partners with multiple activities at local and national levels, which are demanding to coordinate and monitor.
54. **Institutional arrangements.** The programme has used a range of institutional set-ups for project management, ranging from project offices that were fully integrated into government structures (IRLADP, SAPP) to quasi-independent Project Coordination Units (PCU) (RLEEP, FARMSE and TRADE). Both types present specific challenges, but overall they were well adapted to the needs for stakeholder coordination in the respective projects. Projects that aimed to roll out implementation through existing government structures were used for irrigation (IRLADP) and climate-smart agriculture (SAPP), both under the mandate of the MoA.
55. **Project management and coordination set up outside the government system** were well-suited to projects that required coordination with a large number of stakeholders, for example on value chain development (RLEEP, TRADE) and financial services (FARMSE). The e-survey conducted under the CSPE has rated the performance of PCUs higher compared to government-hosted programmes,⁴⁵ an observation also supported by supervision ratings (see Annex VIII). The quasi-autonomous PCUs usually took longer to set up, because of delays in the recruitment process (RLEEP, TRADE), and their acceptance within government was mixed.⁴⁶
56. **Project management and coordination integrated in the government system** (IRDLAP, SAPP) took time in the beginning until coordination and capacity issues were resolved. SAPP institutional arrangements were fully integrated within

⁴⁵ Average score of 4.80 out of a maximum rating of 6.0 (second highest after Project/Programme Steering committees which scored 4.85). CSPE e-survey, August 2021 (see Annex VIII).

⁴⁶ As seen from the e-survey and feedback received during CSPE interviews.

the institutional framework of the ASWAp. This arrangement followed the GoM's decision to discontinue the use of parallel project implementation structures by mid-2012, and to manage all the agricultural projects under the ASWAp. However, SAPP was affected by the delayed set up of ASWAp management.⁴⁷ The arrangement was then revised to include a Transitional Programme Coordination Team with some level of decision-making autonomy. The adoption of an Implementation Fast-Tracking Action Plan ensured that MoA staff worked on a full time base and progressively built and retained their capacity for SAPP.

57. **Decentralised implementation arrangements.** Most IFAD projects were implemented through a multi-tier structure, involving government at national, district and sub-district level. District-level structures have played a major role in implementation. They often had to deal with human and operational capacity gaps, technical and financial management skills.⁴⁸
58. RLSP operated in a context of a stalled decentralization process, characterized by uncertain policy environment, weak capacity of public institutions and high staff turnover. RLSP adopted a participatory approach to community planning and worked through local government bodies, especially village-level bodies. The RLSP PPE noted that IFAD had not sufficiently appreciated the evolving political economy in Malawi at the point of design; the assumptions regarding local governments' roles and responsibility did not have buy-in of the district governments, especially in light of the financial and human resource capacity constraints. Investments into institutional capacity-building were limited and mainly focused on strengthening village-level institutions with less attention to district structures.
59. SAPP assigned responsibility for field operations to the Agricultural Development Divisions and District Councils. Recognizing human resource capacity constraints within the MoA and at district level, design envisaged that SAPP would outsource implementation and management of some activities to NGOs, research institutions and other service-providers subject to output-based contracts. Partnership with Total Land Care, a Malawian NGO, provided field and specialised technical support and helped kick-start field activities in the area of Conservation Agriculture.
60. **Use of service providers.** RLEEP and FARMSE used service providers (SPs) that were locally based and had the required competencies to reach out to IFAD's target groups. However weaknesses in M&E and coordination resulted in the insufficient integration and coherence of activities, even within the same programme, and insufficient focus on outcomes. RLEEP PPE (2020) reported that the recruitment process of SPs, albeit fairly comprehensive, lacked a detailed assessment of their technical and human capacities. Consequently, the quality of services and results varied between the SPs. Innovative approaches (nutrition tools, household methodology) were not consistently implemented and therefore did not achieve the intended results at a larger scale.
61. **COVID response:** In response to the COVID pandemic, Government received funding from the Rural Poor Stimulus Facility (RPSF). The total project budget was estimated at US\$ 685,150. The project is currently implemented in two districts of Balaka and Nkhotakota. The two districts were among those with high food insecurity.⁴⁹ The project targeted 8,000 vulnerable smallholder farming households, providing inputs, facilitating market access and promoting electronic services for marketing and agricultural extension. After initial delays, the project

⁴⁷ The Ministry has been directly implementing several Projects without Implementation Units. The existing ASWAp Secretariat was overwhelmed by the additional workload, resulting in diluted leadership over implementation and poor coordination.

⁴⁸ FGD 2.1 (with International Financing Institutions): Implications of the on-going Government Decentralization, 22nd September 2021. Refer also to IRDLAP Review, p.10, 15 and 16

⁴⁹ According to the IHS5 (2019/2020), 80.9 per cent of the households had experienced food shortages in Balaka, in Nkhotakota is was 71.3 per cent.

duration has been extended until June 2022.⁵⁰

62. **Overall relevance.** Both COSOPs were well aligned with Government's development frameworks including MGDS II and III, the NAP and NAIP, which all focused on poverty reduction. The country programme has progressed over the evaluation period, adjusting the design of most recent projects to evolving demands and incorporating lessons from closed projects. Areas of focus and poverty targeting were adequate. However, growing emphasis on commercial agriculture and value chains has diverted focus away from the very poor and food insecure in the ongoing COSOP. More recently, the ultra-poor pilot under FARMSE and the additional funding in response to the COVID pandemic have raised attention to vulnerable and food-insecure households. Attention to climate change has increased, but investments were low given the ambitions of the strategy. Certain shortcomings in project design also persisted, unrealistic time lines, weaknesses in M&E and low targets set at design. Analysis of existing government capacities was not adequate, particularly at district and lower level. The increased size and complexity of projects under the COSOP 2016-2022, due to the increased budgets, new mainstreaming themes and an increasing number of stakeholders, often overstretched the existing implementation capacities. The CSPE rates relevance as **moderately satisfactory (4)**.

B. Coherence

Knowledge management

63. The COSOPs emphasised the need for effective knowledge management and communication to support evidence-based policy dialogue and scaling-up.⁵¹ Activities related to research, knowledge and dissemination have been reasonably successful in fostering IFAD supported technologies and good agricultural practices (especially under SAPP and ERASP and less so with FARMSE). SAPP's adaptive research and double roll spacing in legumes were cases in point. Knowledge-intensive practices such as Farmers Field Schools (FFS), the Household Methodology Approach and participatory variety selection were successfully used and mainstreamed. However, knowledge management and communication did not play a major role in policy engagement.
64. **Government's role in and ownership of knowledge management, including M&E, was insufficient;** many knowledge management activities rely on partnerships with local actors such as national agricultural research institutes, colleges and universities, but rarely these take the lead and they remain dependent on external support. Data collected by district staff were passed on to the programme management team, often without receiving any feedback or information on how data are used. This left field staff and implementing partners with the impression that the purpose of M&E was to control their activities; they did not appreciate the value of data for cross-learning and improvement.
65. **Links between M&E and knowledge management and communication were weak.** For example, the grant 'Strengthening Capacity for Local Actors on Nutrition Sensitive Agri Food Value Chain in Zambia and Malawi', led by McGill University, delivered a Nutrition Monitoring tool to significantly reduce the resources for nutrition monitoring and provide food quality data. Although nutrition was mainstreamed in the ongoing projects, none of them has used these tools for M&E.⁵² Similarly, CYMMIT has managed two grants (for a total of six years) to produce evidence-based knowledge and advice on adoption of conservation

⁵⁰ According to the 2021 SAPP supervision as of 31 March 2021, 38 per cent of the RPSF budget was executed.

⁵¹ IFAD. 2009 & 2016. Republic of Malawi Country strategic opportunities programme.

⁵² The country team explained that nutrition-sensitive investment projects are required to use the Core Indicators and the Core Indicators Guidelines for measuring nutrition outcomes. Adopting the M&E tools developed by McGill University may have led to a duplication of M&E efforts, since projects are required in any case to report on the nutrition Core Indicators using the COI guidelines.

agriculture (CA), but is not clear if this knowledge has been used to effectively promote sustainable practices.

66. **Performance on knowledge management** improved in recent years, but government and other stakeholders have shown limited ownership and uptake so far. Knowledge management is rated **moderately satisfactory (4)**.

Partnership building

67. The IFAD portfolio strategy to work through partnerships and collaboration with likeminded institutions and service providers has been key to deliver the programme. **Partnership building with local stakeholders** has been key to the success of IFAD-funded activities and especially important in knowledge management processes that involve the use of platforms (from FFS to higher-level stakeholder forum), field research and testing activities, and piloting of innovations. Under SAPP, for instance, partnerships with international and national research institutions are at the basis of adaptive research to develop appropriate agricultural technologies. Most grant-funded activities are based on partnerships too; these provide learning opportunities through stakeholder platforms, field research activities and piloting of innovations; in addition, they provide opportunities for co-financing and to engage in policy dialogue in regional initiatives.
68. Partnership building had a positive impact on projects' achievements as well as on building capacity for implementing partners, including government structure. For example, working with World Bank, AGRA and GoM, IFAD has supported the development of fertilizer application strategy that is area specific; Collaboration with the African Development Bank (AfDB) has resulted in PRIDE taking over one of the irrigation sites which should have been constructed by the African Development Bank. IFAD envisages to expand its collaboration to other initiatives and partners in a bid to further strengthen harmonization of investments in agriculture.⁵³
69. COSOP 2016-2022 called for a more regular interaction of IFAD country staff with the **Donor Committee on Agriculture and Food Security (DCAFS)** and with the Scaling up Nutrition movement. The DCAFS⁵⁴ was formed in 2009 to strengthen harmonization of investment in agriculture and food security in Malawi, and IFAD has been attending the DCAFS monthly meetings in the last two years.
70. **Private sector partnerships.** The country programme has made efforts to include private sector stakeholders in implementation, usually through grant funding arrangements or as service providers. RLEEP established the Agricultural Commercialization Fund, an innovative instrument to engage with private sector, which will be continued under TRADE.⁵⁵ In RLEEP, partnerships with the private sectors started late, the response from the private sector players was weaker than expected, and there were clear limitations with regard to the financial capacity and responsibility of private sector partners. FARMSE, PRIDE and SAPP also engaged private sector partners, such as commercial banks, seed companies and irrigation companies.
71. **Partnerships** have grown over the evaluation period. Partnerships with international development partners have yet to yield little concrete collaboration and harmonization of investments on the ground. NGOs and private sector stakeholders were engaged as service providers; they were instrumental for

⁵³ According to the COSOP Result Review (2021), the recently approved initiative Climate Adaptation for Rural Livelihoods and Agriculture (CARLA), financed by the AfDB and the UNDP's MICF in TRADE, should help enhance partnerships at country programme level.

⁵⁴ DCAFS has 22 member agencies consisting of bilateral, multilateral, Alliances and CGIAR institutions who meet on a monthly basis and once a year in June for a retreat.

⁵⁵ Project Design Report, Transforming Agriculture through Diversification and Entrepreneurship Programme (TRADE), p.41, February 2020

delivering outreach targets and project results. There is scope to further expand partnerships with private sector actors and make them durable, also to ensure sustained linkages with farmers. Consequently, partnerships is rated **moderately satisfactory (4)**.

Policy engagement

72. The COSOP 2016-2022 emphasised that policy engagement, supported by effective partnerships and knowledge management, would be key to achieving the strategic objectives. Climate change and environmental policies and safeguards, including land tenure issues, were identified as areas where IFAD should especially assist the Government. The COSOP also called for greater involvement of IFAD in donor coordination and policy dialogue.
73. In the lending portfolio, SAPP and FARMSE have been most effective producing tangible results from its policy engagement activities. SAPP has influenced the National Agriculture and Advisory Policy, by supporting stakeholder consultations and supporting the national extension strategy. SAPP has also been collaborating with the GoM and AGRA (through an IFAD-funded grant) on policy and implementation of the fertilizer policy. Other contributions include the mainstreaming of Household Methodology Approach in local Government programmes throughout Malawi, recruitment of school leavers, training in rural extension and retention by government, and the double row planting in legumes adopted for national extension strategy.
74. Otherwise, FARMSE has supported the draft of the rural finance policy. It also supported the development of the third and fourth National Strategies for Financial Inclusion, which in the meanwhile had expired, and it is now supporting the next National Strategy for Financial Inclusion in collaboration with the Ministry of Finance.
75. However, there have been missed opportunities as well. Land issues are of high relevance, in particular for PRIDE. Customary land owners would need to register their land under the New Land Act, to secure tenure under the new irrigation schemes. IFAD could have engaged with the actors (Oxfam, LandNet) supporting the government in piloting the New Land Act, particularly the Customary Land Act.⁵⁶
76. **Policy engagement** has been around recent activities in the lending portfolio, notably SAPP and FARMSE. Lack of in-country presence has limited IFAD engagement in policy dialogue alongside other development actors, including with those involved in similar or complementary activities such as FAO, WFP and the International Food Policy Research Institute (IFPRI), as further discussed in the following section. Policy engagement is rated **moderately satisfactory (4)**.

Complementarity, harmonisation and coordination

77. **IFAD's comparative advantage.** Respondents to the CSPE's e-survey rated the country programme high due to its alignment with government policies, the pro-poor targeting and focus on food security and nutrition. The recognised IFAD's comparative in linking smallholder farmers to value chains and in promoting climate-smart agricultural practices. They also commented positively on IFAD's support to enhance productivity in the context of climate change. Key informant interviewees acknowledged that IFAD has built relationships and gained Government's trust. There are a few examples where IFAD was able to capitalise on these strengths and influence Government policies and strategies (see section on policy engagement) (see Annex VIII).
78. **Coherence with other development partners.** In spite of many similarities and

⁵⁶ At the time of the CSPE, the Land Act was back with the government for a new round of edits; it was unclear when the updated law will be enacted

complementarity between IFAD-supported projects and those by other development partners,⁵⁷ there is little evidence of harmonization and coordination, even among UN agencies such as WFP, FAO and IFAD. Only in a few cases, development partners coordinated their activities around a common course. Lack of in-country presence has been a factor limiting IFAD's engagement with other development actors, but there are indications that this may improve in the near future.⁵⁸

79. **The multitude of initiatives supporting similar practices did not lead to a coherent picture of adoption or change in Malawi.** Findings from an international study show that while the uptake of CA in Malawi seems to be widely consolidated due to the many supporting initiatives, actual adoption and adaptation of CA principles was erratic and inconsistent over time.⁵⁹ Recent SAPP data provide similar findings showing that the vast majority of beneficiary farmers gave up CA after few years.⁶⁰ There are many cases of practices piloted by development partners in Malawi, which were not continued, replicated or scaled up.⁶¹ The experiences suggest that a concerted effort focussing fewer initiatives and support mechanisms may eventually lead to better results.
80. **Coherence within IFAD's country programme.** COSOP 2016-2022 explicitly calls for better coordination between IFAD projects towards the achievement of a country-programme approach. However, project design did not foresee institutional mechanisms for coordination or integration. **A broad range of interventions was funded by each programme, with many pilots and activities implemented by different entities and service providers, but they were not integrated or linked.** Some collaboration and exchange between IFAD's programmes existed, but coordination at the district level was poor.⁶² Similar activities in different projects were not well-connected and successful interventions were not rolled-out across districts. For example, for the 44 villages visited by the CSPE mission, complementarities were found for four villages only.⁶³
81. The country programme also included a large number of grants. Overall, they were well linked to the loan portfolio, providing complementary funding for similar themes. Grant funding supported knowledge management (knowledge platforms, digitalisation of extension and financial services, M&E on biophysical and climate data), institutions (water catchment management, the Social Tenure Domain Model for land administration), digital tool for seed quality assessment and e-extension (promoted by the RPSF project) and farming technologies (CA, improved

⁵⁷ For example, the World Food Programme (WFP) supports value chain actors and market linkages and provides households and schools with fuel efficient stoves (similar to ERASP, PRIDE and SAPP). Access to financial services, value chains, marketing organizations, agribusiness enterprises and crop diversification, are supported by several initiatives, including by Kulima (funded by the European Union), the Malawi Agriculture Catalytic Fund (supported by the Foreign, Commonwealth & Development Office (FCDO) of the UK Government), Feed the Future Malawi (with funds from USAID) and Tradeline Cooperation. Community capacity-building is central to the approach of several DPs such as FAO, EU, GIZ and Development Fund of Norway. Finally, FAO is implementing complementary actions to strengthen community resilience to natural disasters such as in land restoration and afforestation.

⁵⁸ The country team referred to the ongoing dialogue with FAO on a new GCF proposal. TRADE design report states that the programme will build on and establish synergies with value chain development and commercialization interventions initiated and implemented by other development partners, including for instance the WB-funded Malawi Agricultural Commercialization Programme, WFP's "Food Assistance for Assets" and "Purchase for Progress" (P4P) programmes, the AfDB-funded Climate Adaptation for Rural Livelihoods and Agriculture (CARLA), and the UNDP's MICF.

⁵⁹ T.I. Bouwman, J.A. Andersson, K.E. Giller. 2021. Adapting yet not adopting? Conservation agriculture in Central Malawi. *Agriculture, Ecosystems & Environment*, Volume 307.

⁶⁰ According to the 2017/18 SAPP Annual Outcome Survey, only one percent of farmers practice CA beyond five years. The 2021 SAPP supervision mission report expresses concern as increases in yields were attributed to the adoption of CA. And it suggests to evaluate why farmers discontinue CA after some years of practice and cannot continue beyond five years.

⁶¹ Another example relates to two grants on food waste funded by the Government of Ireland that produced several field-based studies, publication and awareness materials. The final report states that 'the donor had agreed to support activities to pilot food loss reduction solutions recommended for Malawi and Timor-Leste'. However, looking at a 2021 report of FAO-Ireland partnership and IFAD's Food loss reduction webpage, it doesn't seem the follow up happened.

⁶² District officials commented on the lack of coordination between IFAD-supported initiatives in several cases.

⁶³ Complementary support from PRIDE and SAPP in four out of 16 villages targeted by the projects.

varieties).⁶⁴ SAPP integrated three sub-grants managed by AGRA to facilitate access to high-quality seeds of improved legume varieties.⁶⁵ ERASP was designed to complement PRIDE, aiming to raise agricultural yields on rain-fed farming systems through climate-smart and conservation farming practices (in connection also with SAPP). Many of the grants, including some of the largest, focussed on resilience and food security, thereby responding to the first SO of COSOP 2016-2022. Two grants (McGill University, NORAD) support nutrition-sensitive activities. There is also a grant that supports the national farmers groups platform, benefitting SAPP and PRIDE under the second strategic objective.⁶⁶

82. **Overall coherence.** There was little evidence of harmonization and coordination between IFAD-supported projects and those supported by other development partners. Coordination amongst IFAD projects improved under the COSOP 2016-2020. Projects designs considered complementarity, but there was limited overlap and coordination at district level. Grants supported loan interventions in several cases. Non-lending activities, especially knowledge management and partnership building, have helped to achieve the projects' respective outputs. The CSPE rates coherence overall as **moderately satisfactory (4)**.

C. Effectiveness

Achievement of COSOP objectives

83. **Achievements under COSOP 2010-2015 were overall moderate.** There were limited achievements in relation to the first SO "access to technology and services for Natural Resources Management (NRM)": partial results on water availability and sensitivity, limited focus on climate shocks by IRLAPD and insufficient attention to environment and NRM issues by RLSP and RLEEP. In relation to the second SO, "access to input markets", market linkages developed under IRLAP and RLEEP resulted into smallholders' increased income, but the income gains were short lived and productivity gains under RLEEP could not be sustained. Progress in smallholder productivity was made through SAPP, initiated during COSOP 2010-2015 and continued into COSOP 2016-2022.
84. **The objectives for COSOP 2016-2022 are reportedly on-track.** While progress on "smallholder resilience through irrigated agriculture" was stalled (on account of insufficient functional irrigation schemes), the programme has made headway towards "adoption of climate smart agriculture and good agricultural practices" (GAPs). Climate change is prominently placed within the first strategic objectives while nutrition is also mainstreamed in all projects. Under the current COSOP, geographic coverage expanded from area projects to nationwide coverage. Progress was also noted on "access to rural financial services", with good outreach under FARMSE, although the project fell short in meeting the demand for credit and asset acquisition has been limited. Delayed start of key programmes, notably PRIDE and TRADE, implies that some results might not materialise under the ongoing COSOP.
85. The Theory of Change for this evaluation lays out **four pathways** towards the achievement of the two COSOP strategic objectives (see Annex II):
- (i) Environmentally and economically sustainable agricultural production system (SAPP, PRIDE, IRLADP);
 - (e) Climate resilient land and water management systems (PRIDE, IRLADP);
 - (f) Smallholder access to financial services (FARMSE, RLSP);

⁶⁴ Analysis based on a sample of 17 grants, selected for their relevance as explained in paragraph 6

⁶⁵ SAPP also makes use of the knowledge generated by CIMMYT-managed grant "Understanding the Adoption and Application of Conservation Agriculture in Southern Africa". SAPP is expected to provide support to ERASP for establishing and/or strengthening village saving and lending clubs and share approaches to promote conservation agriculture practices.

⁶⁶ Grant "Strengthening Country Level Agricultural Advisory Services"

- (i) Smallholder access to markets (TRADE, RLEEP).
86. After limited progress in the closed programmes, the first pathway of **environmentally and economically sustainable agricultural production systems** has become moderately effective in ongoing programmes such as SAPP and PRIDE, which are promoting sustainable GAPs.
87. Progress has been slow on irrigation development within the second pathway, **climate-resilient land and water management systems** to increase production. PRIDE may not be able to finalise all the works, despite the recent extension.⁶⁷
88. The third pathway of **smallholder access to financial services** is mainly driven by FARMSE, which achieved a highly satisfactory outreach to rural poor.
89. Lastly, there is limited evidence to show how effective the pathway of **smallholder access to markets** has contributed to the second SO, partly on account of the limited capacity of the private sector to sustainably procure farm produce from smallholder farmers. The following paragraphs further discuss the projects' achievements across the four pathways, as synthesised by Table 6.

Table 6.

Achievements of country programme (2010 – 2020)

COSOP objective*	Pathway	Achievements	Contributing projects
SO1: Smallholder households become resilient to shocks and enhance food and nutrition security	Environmentally and economically sustainable agricultural production systems	On track Improved productivity for maize, soya beans, pigeon peas, and especially beans.	SAPP
		On track Promotion of GAPs and nutrition mainstreaming activities ongoing. Variable adoption of GAPs due to rainfall and temperature shocks.	SAPP, IRLADP, PRIDE
	Climate-resilient land and water management systems	Off track WUAs not yet registered; delays in irrigation schemes development.	PRIDE
		Partially achieved Substantial contribution to strengthening WUAs, but only 15 per cent of WUAs set by IRLADP formally registered. Yield increases achieved but yet to be sustainable.	IRLADP
SO2: Smallholder households access remunerative markets and services	Smallholder farmers in rural areas accessing financial services	On track Access to financial services or products significantly increased with great share of women; CBFs in the process of being linked to formal financial institutions.	FARMSE
		Partially achieved) Access to financial services increased but yet to be sustainable.	RLSP
	Improved access to markets by smallholder producers	Off track Activities have not yet started due to several delays.	TRADE
		Partially achieved Enterprises report being operational and profitable. Regulatory and institutional environment still unsatisfactory. Increase in volume of produce sold by farmers and increase in sales prices unsatisfactory.	RLEEP, PRIDE

* SO1 was developed from COSOP 2010-2015 SO1: appropriate technology and services for sustainable natural resource management; SO2 was developed from COSOP 2010-2015 SO2: Sustainable agricultural input and produce markets. (see table 3 in Annex VI for details)

Sources: RLSP PPE; IRLADP IEG PE; RLEEP PPE; validated M&E data from ongoing projects.

⁶⁷ The Mid-term Review (July 2021) noted that five irrigation schemes may be completed and commissioned by July 2023. However, seven remaining irrigation schemes were indicated as unlikely to be constructed during the life of the Programme due to budget and time constraints.

90. **Sustainable agricultural production.** The country programme has made progress has been made progress promoting sustainable production practices. Four of the projects assessed by the CSPE (IRLADP, SAPP, PRIDE and to a lesser extent RLEEP) were aimed to diversify and increase smallholder production. While projects recorded some yield increases in the short term, the evaluations raised doubts on the sustainability of these achievements. For example, in IRLADP the yields of all rain-fed crops (apart from cassava) and all irrigated crops had increased by 68 per cent, but these increases were not sustained; the use of complementary land and water management practices to increase the profitability of modern technologies remained low.⁶⁸ The PPE of RLEEP also found that crop productivity has reduced two years after the project closure.⁶⁹
91. As for the ongoing projects, SAPP has supported the adoption of GAPs such as box ridges, pit planting, minimum tillage and soil cover. The SAPP mid-term impact survey found that the GAPs had a direct positive impact on staples such as pig peas, but this was less evident for beneficiaries located in drought-prone areas.⁷⁰ SAPP also built capacities of extension staff and lead farmers through training on GAPs, Farmer Business Schools (FBSs) and FFSs approaches. PRIDE is also promoting GAPS among rain-fed agricultural farmers who are on irrigation sites.
92. **Climate resilient land and water management.** The country programme's contribution to climate resilience was unsatisfactory during the first part of the evaluation period, but has improved recently. While evaluations of RLSP and RLEEP concluded that efforts to support small-scale farmers' adaptation to climate change were insufficient, focus on CCA has improved under the current COSOP. The ongoing projects are more effective with regard to CCA, in particular through crop diversification, introduction of resilient crops, fuel efficient stoves, and irrigation (although the extent of the benefits has been limited by the delays in the construction of the irrigation schemes). PRIDE and ERASP interventions are improving farming systems in rain-fed areas, while expanding irrigated lands, which in turn is supporting resilience of farmers to extreme climatic events and diseases spreading. They are also providing climate information services; and building capacities on farmers and its organization to fight climate change.⁷¹
93. However, the extent to which the promotion of GAPs will help farmers to better cope with climate change seems uncertain. The SAPP mid-line survey conducted by the research impact assessment (RIA) in 2018 highlighted a mixed contribution of the programme in limiting the negative effects of less favourable climatic conditions.⁷² In particular, the programme had modest impacts on two key elements of CA, namely minimum tillage and permanent organic crop cover.⁷³ Nonetheless, the latest Supervision Mission (SM) Report, released in May 2020, indicates that 60 per cent of beneficiary households were using organic fertilizers with increased production (against an end target of 50 per cent) and that households adopting environmentally sustainable technologies represented the 159 per cent of end target (Table 7 provides examples of GAPs).

⁶⁸ IEG. 2021. IRLADP Project Performance Assessment Report 155283.

⁶⁹ IOE. 2020. RLEEP Performance Evaluation Report 5404-MW.

⁷⁰ IFAD. 2016. SAPP Impact Assessment: Midline.

⁷¹ IFAD. 2016. SAPP Impact Assessment: Midline.

⁷² Specifically, GAPs were not used systematically in situations of poorer climatic conditions, high temperatures and low and variable rainfall. (IFAD. 2016. SAPP Impact Assessment: Midline.)

⁷³ According to the 2019 Annual Outcome Survey, GAPs technologies such as box ridges, pit planting, minimum tillage and soil cover, aimed at helping farmers adapt to changing weather patterns were not widely adopted in the SAPP districts.

Table 7.
Examples of GAPs promoted

Type of GAPs	Examples
Climate-smart practices	Conservation agriculture, bee keeping and honey production, fuel-efficient cook stoves, use of weather and climate information services, sustainable water and soil management, post-harvest management optimization, application of integrated pest management
Soil conservation practices	Permanent organic cover, box ridges, and vetiver grass
Crop-focused practices	Minimum tillage, crop rotation, crop residues cover, cultivation of legumes (either sole stand or intercropped), legume intercropping, fertility trees, contour ridges, drainage channels
Livestock practices	Goats and chickens ownership

Sources: SAPP and PRIDE project documents.

94. **Inclusive access to financial services** has become an area of focus under the ongoing COSOP. FARMSE supports financial inclusion through clear targeting strategies and partnerships with 12 implementing partners and 6 Financial Service Providers (FSPs). The programme is on track meeting its targets, with 44 per cent of the targeted existing Community-Based Finance Organisations (CBFOs) restructured, 58 per cent of targeted new CBFOs formed, and new members trained with financial literacy and business management skills.⁷⁴ FARME has linked CBFOs with formal financial institutions. FSPs have established bank agents to expand their services to hard-to-reach areas.
95. CSPE field visits and virtual meetings confirmed that beneficiaries were able to open savings accounts through bank agents and CBFO members were able to access loans from financial institutions through their groups to start or boost their businesses. However, bank agents reported very low traffic of customers, poor connectivity and in some cases low liquidity, limiting funds withdrawals and causing high frustration of the customers. The FSPs also reported high operational costs for reaching the rural poor, which they would offset by charging high interest rates. Beneficiary group members reported high interest rates as a deterrent to accessing credit services. Dormant accounts and delayed loan reimbursements, have raised a question of sustainability of the usage. Furthermore, financial products are not adequately tailored to the needs of the rural poor. FARMSE's research grants, intended for developing and piloting pro-poor financial services, were mainly used for up scaling or rolling out pre-existing products.
96. **Smallholder access to markets** was an important area of focus in both COSOPs, but it has seen limited achievements. Production oriented projects such as IRLADP, PRIDE and SAPP all included activities related to access to markets while projects such as RLEEP and TRADE had market access as a key area of emphasis. A major assumption was that increased production would result in marketable surplus which was indeed the case under IRLADP, RLEEP, and SAPP. However, smallholder farmers did not always find a sufficient market for their produce partly due to weak market linkages and weak private sector capacity to purchase adequate produce from them.⁷⁵ During the CSPE field visits farmers also complained of unfavourable contractual conditions including low prices. For example in Chiradzulu district, farmers often have to wait several months before being paid, with serious consequences for their preparation of the next agricultural season.
97. **Outreach and targeting.** Overall outreach to target groups was good, with two closed programmes equalling or exceeding the revised targets for beneficiaries reached (RLSP, IRLADP) and three ongoing programmes being on track of reaching out to beneficiaries (see table 8 below). IRLADP achieved the highest outreach numbers due to nationwide-scale action supported through World Bank and IFAD

⁷⁴ Quarterly reports from FARMSE Implementing Partners and FARMSE LogFrame as of June 2020.

⁷⁵ IOE. 2020. RLEEP Performance Evaluation Report 5404-MW.

- co-financing.⁷⁶ In FARMSE, contracting NGOs and Microfinance institutions (MFIs) helped the programme outreach to remote areas.
98. Outreach has been lower in the agricultural projects. The RLSP and RLEEP have reached out to a relatively small number of beneficiaries also due to the overall small scope and financing. PRIDE has also a lower than expected outreach due to the risen costs for irrigation infrastructure. SAPP is expected to reach a large number of lead farmers through the farmer extension network.⁷⁷ TRADE, the most recent and biggest programme so far, attempts to target a high number of beneficiaries thanks to a large amount of funding.
99. **Ultra-poor targeting.** FARMSE collaboration with NGOs in implementing the Ultra Poor Graduation (UPG) component, which is based on GoM's criteria, has facilitated outreach of most vulnerable households with labour availability.⁷⁸ As of June 2020, the graduation activities have achieved 137 per cent of the end target of 15,000 households, including 72 per cent women and 30 per cent youth. The share of women beneficiaries has exceeded the target mainly because of the high representation of women among the poor, as well as women readiness to be organized. The CSPE field visits noted that not all the beneficiaries under UPG may be able to graduate since not all groups were homogeneous and some beneficiaries were unable to take up the interventions offered by the programme.⁷⁹
100. **Outreach to women.** FARMSE and IRLADP have achieved the highest share of female beneficiaries, with 65 per cent and 57 per cent respectively. IRLADP successfully targeted women through Household Methodologies and gender-disaggregated targets, e.g. for representation at WUAs, farmer business organizations, and Input for Asset committees.⁸⁰ FARMSE outreach to women has been also a result of the large number of self-targeting female groups identified and supported by the implementing partners. MFIs, such as CUMO and FINCOOP, provide strong support to women in terms of value of savings and loans. The formal financial institution NBS provides smaller loans to female beneficiaries compared to MFIs.
101. In the agricultural projects women's participation varied according to the crops promoted. In RLEEP, participation of women was high in groundnuts, potato and soya value chains, but not in beef value chain.⁸¹ In SAPP, male lead farmers are still dominant in top five adopted crops, namely maize, groundnuts, beans, pigeon peas and soya beans. Except for the district of Balaka, the share of female lead farmers in the other five SAPP districts was outnumbered by males (see figure 8 and 9 in Annex VII).

Table 8.

Country programme outreach (2010 – 2020)

<i>Programme</i>	<i>Target*</i>	<i>Outreach*</i>	<i>Outreach against target</i>	<i>Share of women</i>	<i>Share of youth</i>
RLSP (2004-2014)	190,000	190,000	100 %	N/A	N/A
IRLADP (2006-2012)	982,500	1,513,345	154 %	57 %	N/A
RLEEP (2009-2018)	24,000***	30,146	126 %	49 %	N/A

⁷⁶ A common error in the reporting of outreach numbers was the confusion of household targets and person targets. Table 8 includes the rectified data.

⁷⁷ The aim is to reach a total of 200,000 fellow farmers through the lead farmers (IFAD. 2016. SAPP Mid-term Review report).

⁷⁸ CARE, OXFAM COMSIP, Save the Children and World Relief implemented the UPG component to provide ultra-poor people with financial literacy, business training, climate smart agriculture and support to group formation.

⁷⁹ FARMSE supervision report noted that some members of the households lack means of production due to old age or disability.

⁸⁰ IEG. 2021. IRLADP Project Performance Assessment Report 155283.

⁸¹ IOE. 2020. RLEEP Performance Evaluation Report 5404-MW.

SAPP (2012-2023)	10,000	1,607**	16 %	36 %	N/A
PRIDE (2017-2024)	17,500 (hhs)	12,473 (hhs)	71 %	38 %	41 %
FARMSE (2018-2025)	417,774	377,573	90 %	65 %	31 %
TRADE (2020-2026)	1,320,000	N/A	N/A	N/A	N/A

* Targets according to President's report. Individuals unless noted otherwise

**SAPP lead farmers as recorded in the georeferenced list

*** RLEEP target was 24,000 households according to President's report.

Sources: RLSP PPE; IRLDAP IEG PE; RLEEP PPE; validated M&E data from ongoing projects.

102. **Outreach to youth.** The three closed projects did not have targets on youth participation. Amongst the newest projects, outreach to youth was highest under PRIDE, with 41 per cent of programme beneficiaries being youth, and FARMSE. In FARMSE, innovative digital financial products, such as Ufulu Digital accounts and FDH Mobile Wallets, have attracted a great number of young people. SAPP has highly underperformed in youth participation mainly because of lack of specific strategies and attractive interventions. Two out of 13 visited farmers' groups during the field mission represented a great share of youth participation with 46 per cent and 52 per cent of youth members. Only a few farmers' groups had youth representation in the leadership structures, which raises questions on effectiveness of the strategies used. Overall, it seems that IFAD has not yet found the right approach to attract and empower young people at large, many of them unemployed.
103. **Overall effectiveness.** The achievement of both COSOPs was limited in terms of increasing smallholder productivity (RSLP, IRLADP) and sustaining that productivity through improved market access (IRLADP, RLEEP). The country programme seems to move towards the achievements of the SOs of COSOP 2016-2022. Access to inclusive rural finance (FARMSE) and increased productivity through GAPs (SAPP) have been key drivers of the positive direction taken by the programme. Most recent projects better addressed smallholders' resilience to climate change. Overall outreach to poor women and men was good, but the degree of participation of youth varied across the projects. Following the under achievements of the previous COSOP, a more positive trajectory can be seen under the current COSOP. The CSPE rates effectiveness as **moderately satisfactory (4)**.

Innovation

104. IFAD-funded projects introduced innovative tools and approaches in different thematic areas. RLEEP was innovative in its participatory approach to value chain development, as it was the first of its kind in Malawi.⁸² IRLADP developed an innovative approach, also used in PRIDE, with agreements between the landowners and WUAs to temporarily hand over customary rights for the irrigation season. The Household Methodologies were introduced by IRLADP and mainstreamed under SAPP; Government has rolled them out country-wide.
105. The country programme introduced a number of **innovations in M&E**, to help collect new types of data (e.g. biophysical and climate related data) or to better systematise the information, including a Result Dashboard⁸³ and a Community of Practice (CoP) on M&E and knowledge management. Digitalised ICT tools were introduced by different programmes. Grant funding supported M&E tools, such as the use of DATAR, a biodiversity monitoring tool, in ERASP, the nutrition assessment tool developed by McGill University, and an Earth Observation knowledge system to combine biophysical and socio economic indicators that is

⁸² IOE. 2020. RLEEP Performance Evaluation Report 5404-MW.

⁸³ A Result Dashboard for M&E is being introduced to promote evidence-based, strategic decision making. At the moment, the MIS software is mostly new to all projects, staff has been recently trained or has to be trained; FARMSE M&E Officers report already some problems linked to the use of MIS and mobile phones with limited network coverage. Nonetheless, the effective utilization and performance of the system will depend on the quality of data in-putted into the system which presently is a challenge.

being developed by an ICRAF-managed grant. PRIDE is also using Ex-Ante Carbon Balance tool and is in the process of building capacity for the use of the Land Degradation Surveillance Framework (LDSF).

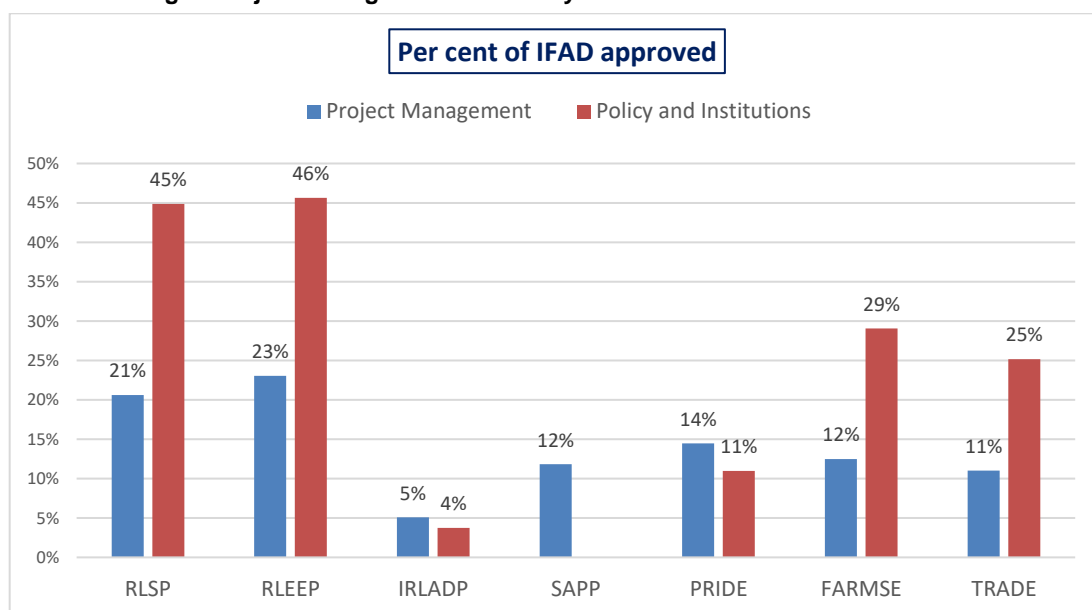
106. The country programme promoted **ICT and digital tools** for service delivery, such as entrepreneurship training via mobile phones – introduced by FARMSE implementing partners – has been successfully developed and rolled out. FARMSE has promoted a number of innovative financial products and services, such as small loan insurance, digital tools for household training, establishment of digital bank agents, mobile money platforms, digital accounts, and use of point-of-sale machines in rural areas. PRIDE has introduced innovations under the Malawi Innovation Challenge Fund (MICF), a mobile app for marketing and equipped resource centres with ICT equipment (TVs) to facilitate farmers learn about new technologies. However, the effective operationalization of some of these innovations has been hindered by poor internet connectivity as well as high illiteracy rates in rural areas.
107. The extent to which these innovations were integrated into country programmes and responded to farmers' needs varied. Some innovative methods, for example for measuring nutrition and biophysical data, were piloted and tested but have not been up taken by the government or IFAD. In other cases, innovations taken up by smallholder farmers, for example weather-related information or rural finance information.
108. The Innovation and Outreach Facility, aimed to enhance the capacity of FSPs and increase the involvement of private sector in demand-driven services in rural areas, was slow to start. There has been a low utilization of these funds (38 per cent in 2021) and these led to a set of non-connected, non-scaled innovations, rather than a more unified strategy around actions at scale.
109. **Overall innovation.** The country programme included a large number of innovative practices and initiatives, often financed by grants. There was a strong focus on ICT and digital tools and innovative M&E. Uptake of innovations has not been well documented; it appears to be uneven. Innovation is rated **moderately satisfactory (4)**.

D. Efficiency

Operational efficiency

110. **Project Management.** IFAD has invested heavily in project management and institutions in Malawi (Figure 2). The budgets for project management accounted for 14 per cent of total project costs on average, which is 2 per cent higher than the average budget for project management in the ESA region. Costs for project management were way above this average in RLSP and RLEEP. The RLSP PPE (2017) attributes the high costs to high salaries, the dense implementation structure, and the fixed costs accrued during the 10 year implementation period. Furthermore, several projects included institutional funds for cooperation with a large number of service providers (RLEEP, FARMSE and TRADE). RLSP included a mechanisms for untied funding, which was costly to manage.

Figure 2.

IFAD financing in Project management and Policy& Institutions

Source: CSPE analysis based on Oracle Business Intelligence data.

111. The country programme's investments into capacity building were high, but they did not overcome the **persistent capacity gaps**. Turnover of staff was high, particularly at district level. In some cases, staff would stay in a district for up to 9 months before being transferred, with the resulting loss of the skills he/she acquired in the meanwhile. Independent PMUs with externally recruited staff was an effective way to overcome these capacity gaps in the short term; their performance was also rated high in the CSPE e-survey.
112. **Engagement of service providers (SPs)** was another strategy to overcome capacity gaps, which also came at a cost. Qualified SPs were identified through a competitive process. They usually had the required capacity to reach out to IFAD's target groups in projects such as RLEEP and FARMSE. The RLEEP PPE (2020) reported that the recruitment process of SPs was fairly comprehensive, but lacked a detailed assessment of their technical and human capacities. The quality of services and results varied between the SPs and there was insufficient coordination to ensure the coherence of activities and outcomes.
113. The **performance of project management** over time, as shown by the average supervision ratings (Figure 3), is a reflection of persistent capacity gaps as well as of inconsistent support by IFAD. Average supervision ratings for all projects steadily improved until 2012, after which they sharply declined first and then improved, due to intensive supervision and support. Since 2015, performance ratings continuously declined, while there was a high turnover of IFAD country directors (2015-2018) and a new generation of larger programmes coming on board (SAPP, PRIDE, FARMSE). Among the ongoing projects, PRIDE implementation continues to lag behind, with a number of key activities still at a preparatory stage. The frequency of supervisions increased since 2020, but follow-up on supervision recommendations remains incomplete for all ongoing projects, with insufficient action taken particularly on aspects such as M&E and knowledge management (see figure 18 in Annex VII).

Figure 3.
Project management performance over time



Source: CSPE analysis of supervision ratings from ORMS

114. **Operationalisation of M&E plans** has been lagging due to late appointments and high turnover of staff. Moreover, weak intra and inter coordination mechanisms made it difficult to systematise the information to enhance lesson learning. Corrective actions have been taken when required, but the underlying problem is lack of coherence and systematisation of the information in support of a learning culture: a lot of narrative is produced but much less is systematised and integrated in an effort to track sustainable change over time.

Financial performance

115. **Timeliness.** The average effectiveness gap for start-up of projects in the Malawi portfolio was longer than the ESA subregional and the IFAD averages during the CSPE period (see table 9 below). There were serious delays from approval to effectiveness, with an average of 11 months being double than that of ESA subregion, indicating a need for the government of Malawi to speed up the approval process.

Table 9.

Timeline between approval and disbursements (months)

	Approval to effectiveness	Effectiveness to first disbursement	Approval to first disbursement
Malawi COSOP average	11.13	5.00	16.71
ESA sub regional average *	5.73	7.48	13.20
IFAD average *	6.97	8.50	15.47

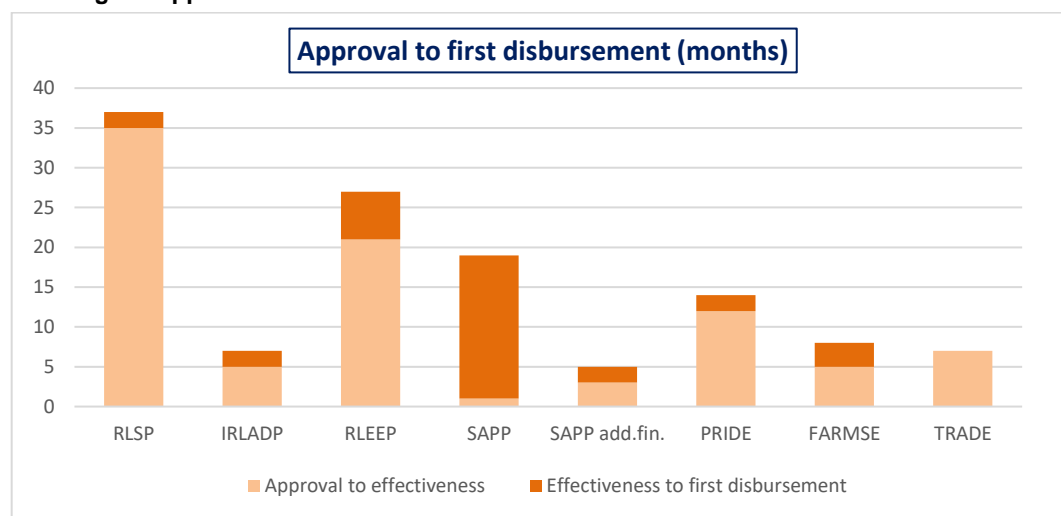
*Projects approved from 2010 to 2021

Source: CSPE analysis based on Oracle Business Intelligence data.

116. The effectiveness gap has gradually reduced over time, but the long delays during start up have affected both closed and ongoing projects. The average months from approval to effectiveness for closed projects was 20 months with RLSP and RLEEP being the slowest at 35 and 21 months respectively. In the meanwhile, the average months from approval to effectiveness for on-going projects have reduced to 6 months, with PRIDE being the slowest at 12 months and SAPP being the fastest at only 1 month. In most cases the effectiveness lag was due to delays in setting up

project management structures.⁸⁴ At the second stage, time lag from effectiveness to first disbursement ranged between 2 and 6 months with an average of 5 months, except for SAPP suffering severe delays up to 18 months (Figure 4).⁸⁵

Figure 4.
Time lags of approval to first disbursement



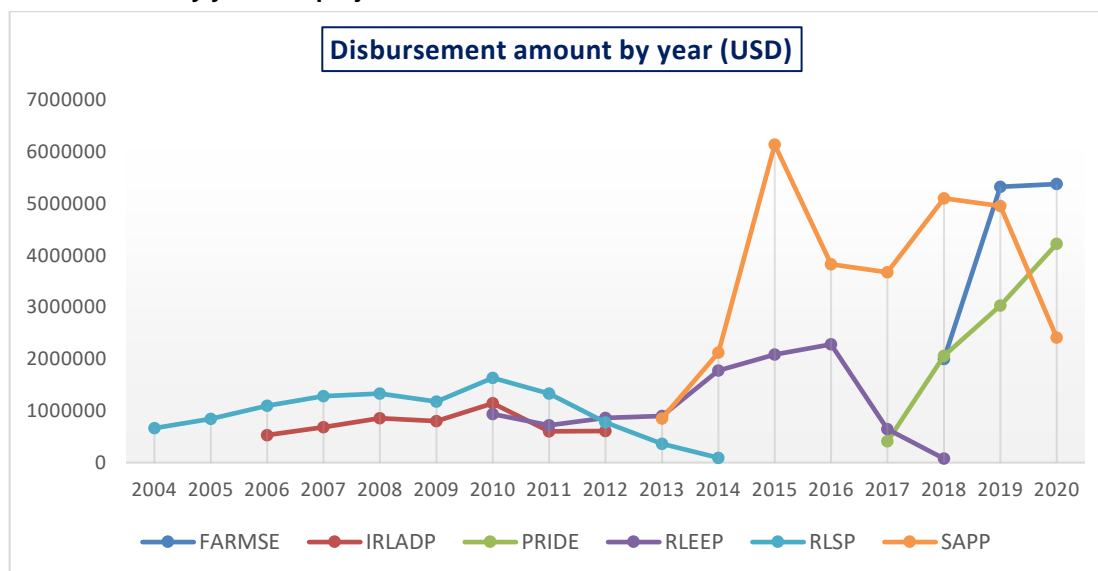
Source: CSPE analysis based on Oracle Business Intelligence data.

117. **Disbursement of funds.** Disbursement rates were unsatisfactory during the first years of implementation in all projects due to slow initial set-ups; during the second half of implementation, projects were usually back on track (Figure 5). IRLADP had delays in disbursements due to initial institutional capacity constraints and significant challenges at district level in the use of Statements of Expenditure procedure. Similarly, RLEEP had serious delays in disbursements in the beginning. Only RLSP did not have major disbursement issues from the outset. After initial delays, IFAD funds were fully disbursed for the closed projects at completion. However, all closed project required extensions in order to fully disburse (1 year for RLSP and RLEEP; 3 years for IRLADP).
118. For the ongoing projects the disbursement status varies. SAPP and FRAMSE has gradually improved disbursement performance but performance of PRIDE remains below expectation when compared to the disbursement profile of IFAD irrigation programmes. The disbursement of grants to the three projects followed a similar trend, namely: 23/25 per cent, 30 per cent and 98 per cent for PRIDE, FARMSE and SAPP respectively. In 2020 disbursements have slowed down in FARMSE and SAPP, due to the disbursement caps introduced by IFAD in May 2020 and the effects of the COVID pandemic. SAPP has been granted an extension of two years. , PRIDE has been given 1 one-year extension.

⁸⁴ In the case of PRIDE it was also related to the time required for parliamentary approval of infrastructure projects. In the case of FARMSE the effectiveness gap has been low because it took over the complete PCU from RLEEP. For TRADE it is likely to be higher because of the delays in the recruitment process.

⁸⁵ SAPP had a very challenging start-up period as the initial implementation arrangements were inadequate, leading to major delays in starting activities. The process of fulfilling the disbursement conditions was protracted and the Programme essentially lost two years of implementation time. The main factor responsible for the late implementation and, therefore, the low disbursement rate, was the integration of the programme within the ASWAp and the delay in putting ASWAp management into place.

Figure 5.
Disbursement by year and project



Source: CSPE analysis based on Oracle Business Intelligence data.

Economic efficiency

119. **Cost per beneficiary.** Cost effectiveness was eroded on account of the long delays highlighted above. High inflation rates also increased the cost per beneficiary. For the three closed projects the average cost per beneficiary increased from USD 313.72 at design to USD 363.86 at project completion. Only for IRLADP the cost per beneficiary reduced between design and completion, from USD 53.03 to USD 34.41. In ongoing projects, the average cost per beneficiary at project design increased to an average of USD 397.53, mainly due to the low outreach targets set at design and the costly investments into irrigation infrastructure under PRIDE (see table 10).

Table 10.

Costs per beneficiary

Project	Total project Cost (USD)	No. of beneficiaries at design		No. of beneficiaries at completion		Cost per Beneficiary (USD)*	
		Households	Persons	Households	Persons	At design	At completion
RLSP	16 562 573	38 000	190 000	38 000	190 000	87.17	87.17
IRLADP	52 075 067	196 500	982 500	302 669	1 513 345	53	34.41
RLEEP	29 241 489	24 000	120 000	N/A	30 146	801**	970
SAPP	72 387 773	N/A	200 000	N/A	N/A	361.94	N/A
PRIDE	83 950 000	19 500	87 500	N/A	N/A	959.43	N/A
FARMSE	57 733 000	N/A	417 774	N/A	N/A	138.19	N/A
TRADE	125 359 000	N/A	1 320 000	N/A	N/A	94.97	N/A

*Cost per Beneficiary was calculated based on No. of beneficiaries – Persons;

** At appraisal, the cost per beneficiary of RLEEP was estimated USD 801 without infrastructure component.

120. **The ex-post Economic and Financial Analysis (EFA)** for closed projects was not sufficient to confirm cost-effectiveness. RLSP Project Completion Report lacked substantive and critical analysis under efficiency criteria with some inaccuracies. An increase of 60 per cent of economic internal rate of return (EIRR) from design to completion was reported for RLEEP; however, the origin of the data used to calculate the EIRR indicator was not stated and the assumptions were not clearly explained. The EFA for IRLADP showed favorable returns to investments and increasing returns in the updated EFA in the Project Completion Report, even

though the latter accounted for the delays in the project's implementation.⁸⁶ The IRLADP evaluation report expressed caution in accepting this result, given that EFA suffered from substantial methodological issues that make the estimated returns on investments questionable, such as lack of explanation of how incomes were defined and calculated.

121. **Infrastructure sub-projects (IRLADP, RLEEP, and PRIDE) were noted for their low cost effectiveness.** This includes the slow progress in the planning, design and approval of infrastructure, which was the main reason why most investments were only realised in the second half of implementation. Implementation of infrastructure sub-projects was usually delegated to districts, which often did not have the capacity to follow the procurement cycle.
122. The IRLADP evaluation noted anomalies in procurement, misallocation of funds, and quality issues. The quality of later irrigation schemes improved due to better procurement process and capacity of the district in the management of funds, design and supervision of irrigation work.⁸⁷ RLEEP implemented the infrastructure component using the decentralized set-up; however, the delays in implementation have led to a steep rise in investments towards the end of the project, leaving insufficient time to put into place suitable ownership and maintenance arrangements. Consequently, the quality of infrastructure was variable and some of the structures registered a poor cost-effectiveness.⁸⁸ PRIDE has also been experiencing serious delays in key procurement activities for the launch of irrigation works.⁸⁹ In addition, higher unit costs than expected have led to a significant reduction in the number of irrigation schemes from 15 to 9; in fact the unit costs estimated by the feasibility studies were double the amounts budgeted and planned at design, with costs of some schemes even exceeding the recommended cap.⁹⁰
123. **Overall efficiency.** The country programme has seen serious delays during the start up, mainly due to difficulties in setting up the required institutional arrangements. Performance of project management was usually problematic during the first part of the implementation cycle, but generally improved after mid-term and all closed projects were able to fully disburse the allocated funds at completion. Operationalisation of M&E and lesson learning have been weak. Efficiency was compromised by the delays that affected all projects, which have particularly affected infrastructural components that were noted for their low cost-effectiveness. Efficiency is rated moderately **unsatisfactory (3)**.

E. Rural Poverty Impact

124. **Overall poverty situation.** District-level data show a decline of poverty between 2016 and 2020 in most districts targeted by the country programme, except Salima, Rumphu, Ntchisi and Karonga, which all belong to the Northern and Central regions (see figure 25 in Annex VII). Food security did not improve. According to the Integrated Malawi Household Surveys, the proportion of population with inadequate food security increased from 38.3 per cent in 2011 to 63.8 per cent in 2016, and it still was 63.5 per cent in 2019. The food security situation has

⁸⁶ The increased returns are attributed in the PCR to the "increment in the number of beneficiaries, total hectare under irrigation and crop productivity as a result of the rehabilitation and development of the schemes coupled with related activities".

⁸⁷ World Bank IRLADP ICR. IFAD Lessons learning report (2014).

⁸⁸ The RLEEP PPE noted oversized milk-bulking centers and warehouses that were not fit for purpose (IOE, 2020).

⁸⁹ According to the supervision report, after close to three years of implementation PRIDE had still been affected by low disbursement rates, low execution of Annual Work Programme & Budget, low value for money, slow procurement, and an incomplete M&E system.

⁹⁰ This is attributed to a number of factors including the use of solar-based systems in some irrigation schemes e.g. Matoponi and Mlooka as well as climate proofing such as inclusion of balancing tanks; lining of conveyance canals; inclusion of ancillary structures like livestock drinking troughs, offices for WUA and fences to reduce human wildlife conflicts. In Matoponi and Mlooka, the development cost per hectare is high USD 27,397/ha and USD 24,816/ha respectively. Even with the reduction, there is still a funding gap for irrigation construction of USD 1,512,284.79 which will need to be mobilized from other budget lines.

worsened in target districts, with the exception of Chikwawa and Nsaje (see figure 26 in Annex VII).⁹¹ In districts, such as Machinga, Mangochi, Balaka, and Nchtisi, lack of farm inputs was a major cause for high food insecurity. Districts in the South were disproportionately hit by drought, floods and water logging.⁹²

125. **Data availability.** The assessing of rural poverty impact is hampered the limited availability of robust evidence (RLSP, RLEEP, and IRLADP). Impact assessments document the successful delivery of agricultural services and the improvement of project beneficiaries' productivity, but the evidence underpinning the productivity effects and the sustainability of those effects is weak.⁹³ The available evidence from closed projects points to the variability of these improvements, depending on the agro-ecological and weather conditions, the uneven adoption of improved practices, and finally the difficulties in sustaining productivity gains beyond the projects. Income data are not available or marred by methodological weaknesses.⁹⁴ In addition, the CSPE used the preliminary findings from a RIA impact assessment for SAPP. As SAPP is still ongoing, it was too early to judge if impacts will be sustained.

Agricultural productivity

126. **Evidence from closed projects** (RLSP, IRDALP, RLEEP) shows that projects managed to achieve **significant increases in productivity**, through provision of technology, inputs and (in the case of PRIDE) irrigation. In most cases, these **gains were eroded soon after project completion**. The RLSP PPE found that the maize yields increased although they remained below the national average.⁹⁵ In IRDLAP yields have increased, for rainfed (summer) rice almost three-fold. Yield increase were greater for irrigated crops than for rain-fed crops (cassava, winter maize).⁹⁶ The IEG evaluation of IRLADP found that, that productivity increases more volatile after the project; crop yields followed the trend in cumulative rainfall in Malawi.⁹⁷ Similarly, the RLEEP PPE found two years after the project closure that improvements in yields⁹⁸ were not sustained due to weak market linkages, low prices and limited availability of improved seeds or poor seed quality.⁹⁹ The evaluations pointed out that limited attention was given to enhancing sustainability of agricultural productivity in the past, e.g. through intercropping patterns or promotion of conservation agriculture.¹⁰⁰
127. **In the ongoing projects**, emphasis has changed. SAPP, FARMSE and PRIDE have promoted **Good Agricultural Practices** (GAPs), to improve soil fertility and adoption of climate change mitigation practices. The mid-line survey conducted in 2018 found that which the adoption of a number of GAPs in SAPP districts was low, participating farmers adopted legume, legume intercrop and fertility tress at higher rated. The SAPP endline study shows a 12.74 per cent increase in maize yields compared to the control group. Higher increases (up to 60 and 80 per cent) were reported for legumes yields, with consequent income gains from crop production.¹⁰¹

⁹¹ Change in the proportion of households in inadequate food security status from the IHS3 (2010/11) to the IHS5 (2019/20).

⁹² Malawi Government. 2020. The Fifth Integrated Household Survey (IHS5) 2020 Report. National Statistical Office.

⁹³ As noted in the IEG evaluation of the IRDLAP (2021) and the IOE PPE of RLEEP (2020)

⁹⁴ IRLADP Independent Impact Assessment Survey. 2013

⁹⁵ The Beneficiary Impact Assessment, Economic and Micro Project Analysis claimed that improved planting techniques have increased average production by 240 per cent from 459 kg/ha to 1,563/ha between 2009 and 2012. Malawi's national average yield for maize was 2,200 kg/ha and 2,100 kg /ha for 2009 and 2012 respectively.

⁹⁶ IRLADP Independent Impact Assessment Survey. 2013

⁹⁷ IEG. 2021. IRLADP Project Performance Assessment Report 155283. IRLADP achieved yield increases of 112.5 percent of the target for irrigated maize and 230 percent of the target for irrigated rice.

⁹⁸ The PCR for RLEEP reported an increase in soybean and groundnut yields by 100%. Increases in yields under the project were attributed to seed selection, double-row planting, and pest and disease management, among others. The impact assessment (in 2017) noted an overproduction for commodities promoted by the programme, such as soya, groundnuts and sunflower, leading to an erosion of market prices.

⁹⁹ IOE. 2020. RLEEP Project Performance Evaluation Report 5404-MW.

¹⁰⁰ IOE. 2017. RLSP Project Performance Evaluation Report 4389-MW.

¹⁰¹ IFAD. 2016 & 2021. SAPP Impact Assessment.

However, technologies such as box ridges, pit planting, minimum tillage and soil cover were not widely adopted. They were less suited for farmers with low agricultural assets and those living in draught-affected areas.¹⁰²

128. **COVID impact.** The COVID pandemic has, again, revealed the fragility of farmers' livelihoods. The PRIDE MTR (2021) reported a massive reduction in gross margins for most rain-fed crops. Maize had reduced gross margin from MKW 85,411/ha at baseline to MKW12 482/ha at MTR. The major contributing factors to this decline is the limited access to markets due to COVID-19 and decreased productivity for some crops. Difficulties in accessing the markets during COVID-19 lockdowns has also affected farmers' incomes. The project is currently developing a mobile App that will allow farmers to participate in online marketing using a simple phone or a smartphone.

Food security

129. Project evaluations noted that **farmers continued to grow maize for food security**. The IRLADP impact assessment (2013) noted that food remains the most important expenditure item for beneficiary households, accounting for the largest share of expenditure (36.4 per cent). Therefore, the "work for inputs" component under IRDLAP was noted for its contribution to food security.¹⁰³
130. In the closed project, the **focus on maize and lack of diversity** was not conducive to improve the nutrition situation.¹⁰⁴ Farmers would need diversify production systems, to sustain productivity and enhance dietary diversity. Under IRDLAP, only 20 per cent of the beneficiaries' plots were intercropped compared to 30 per cent for non-beneficiaries.¹⁰⁵
131. **Integration of livestock** into production systems had a positive effect on food security and nutrition, for example the goats and dairy in RLSP.¹⁰⁶ The RLEEP impact assessment concluded that the project did not have an impact on food security for households participating in the soya, potato and groundnuts value chains; it only improved for dairy farmers.¹⁰⁷
132. The ongoing projects (SAPP, PRIDE) have **enhanced attention to diversification and nutrition**. The CSPE field mission also received positive feedback from SAPP and PRIDE beneficiaries, who explained that better farming methods provided a larger harvest; they were also positive about the nutrition lessons. Nutrition-sensitive activities implemented improved dietary diversification in targeted villages.¹⁰⁸ According to the SAPP end-line study, programme beneficiaries are 23.46 per cent less food insecure than the control counterparts.¹⁰⁹ However, the two groups do not significantly differ in terms of dietary diversification.

Household income and assets

133. **Despite the increases in productivity, farmers found it still difficult to realise higher incomes due to limited market access.** The IRLADP impact assessment showed that real returns to land increased for all crops. The increase was highest for rice; farmers growing rainfed hybrid maize saw negative real returns to their land.¹¹⁰ Market access was insufficient and small sizes of irrigated

¹⁰² According to the 2019 Annual Outcome Survey.

¹⁰³ Documenting lessons learnt of the Irrigation, Rural Livelihoods and Agricultural Development Project (IRLADP). 2014.

¹⁰⁴ IOE. 2017. RLSP Project Performance Evaluation Report 4389-MW.

¹⁰⁵ IRLADP Independent Impact Assessment Survey. 2013

¹⁰⁶ IOE. 2017. RLSP Project Performance Evaluation Report 4389-MW.

¹⁰⁷ RLEEP Impact Assessment Survey. 2018.

¹⁰⁸ SAPP Supervision Mission (May 2020) reported that the increased awareness and consumption from Integrated Homestead Farming also contributed to improve nutrition security. The PRIDE MTR (2021) recorded; 6833 integrated homestead gardens, 8229 households receiving training in various nutrition topics support through care groups and dissemination of information through community radios.

¹⁰⁹ Preliminary findings from SAPP Impact Assessment, shared by RIA on 14 March 2022.

¹¹⁰ IRLADP Independent Impact Assessment Survey. 2013

plots limited diversification and economics of scale.¹¹¹ The problem of limited market access continued into RLEEP, which had a clear focus on value chains and market; yet many farmers continued to rely on vendors coming to their area.¹¹²

134. Farmers met during the CSPE field mission reported income increases thanks to seed multiplication of crops such as groundnuts and rice, promoted by SAPP.¹¹³ FARMSE-supported groups reported that seed money and credit from Village Savings and Loans Associations (VSLAs) helped cover household expenditure and expand business or farming production. Some beneficiaries have acquired household assets such as bicycles, solar power system, and small livestock, such as goats, pigs and chickens, and are able to run small businesses (see Annex X).
135. According to the SAPP endline study there has been a small increase in the estimated income from crop production.¹¹⁴ The SAPP project, which had a strong focus on agriculture and agricultural producers, did not lead to a reduction in the number of income sources. Furthermore, beneficiaries did not observe a significant increase in access to market compared to the control groups. The study did not find significant differences on either productive or livelihood assets nor on livestock between beneficiaries and the comparison group.

Human and social capital and empowerment

136. The country programme has strengthened **beneficiary skills and capacity** in areas such as livestock production, marketing, GAPs, financial literacy and several other areas, including skills development for government staff at national and district levels. Exposure to agriculture extension services and trainings on improved farming practices were among the positive achievements for SAPP farmers groups met during the CSPE field mission.¹¹⁵ The project has promoted problem-solving skills and household methodologies are likely to have long-term positive impacts.¹¹⁶
137. **Community-level organisations supported by the project were often not able to continue their activities after project closure.** The programme has mobilised a great number of organisations such as producer groups (SAPP and RLEEP), Water User Associations (IRLADP, PRIDE), VSLAs and CBFOs (FARMSE). The groups have gained capacity in group dynamics, leadership and some in savings and credit, but they often lacked the formal recognition required to carry out their business and, despite the investments made, many organisations were found to be not fully functional by the end of the projects. Village Development Committees (VDCs) initially supported by RLSP were later hampered by limited local government funding (see section III.G, Sustainability).¹¹⁷ Farmers groups supported by RLEEP were not formalised and empowered to engage with other value chain actors, in particular vendors, traders and processors. Apart from dairy groups farmer groups were not able to make effective use of the marketing and storage facilities built under the programme.¹¹⁸ Only 15 per cent of the WUAs set by IRLADP were formally registered as independent legal entities.¹¹⁹ None of WUAs from PRIDE has been registered, and there is a need to further strengthen these newly formed and trained groups before they will be able to manage the

¹¹¹ IOE. 2017. RLSP Project Performance Evaluation Report 4389-MW.

¹¹² RLEEP Value For Money Study. 2016. The study reported that 42 per cent of the respondents did not have access alternative market.

¹¹³ For SAPP, preliminary findings from SAPP End line Impact Assessment (2021) show evidence of increased gross crop income and total wage earned.

¹¹⁴ According to the preliminary results on SAPP endline study, shared by RIA on 14 March 2022, gross income from crop production increased by 28 percent, compared to the comparison group..

¹¹⁵ For instance, farmers reported to experience an increase in food security and livelihoods after exposure to demonstration sites with better farming methods and Conservation Agriculture practices learnt from extension workers, which enabled them to generate more durable harvest and sell the surplus.

¹¹⁶ IFAD. 2020. SAPP Supervision Report.

¹¹⁷ IOE. 2017. RLSP Project Performance Evaluation Report 4389-MW.

¹¹⁸ IOE. 2020. RLEEP Project Performance Evaluation Report 5404-MW.

¹¹⁹ IEG. 2021. IRLADP Project Performance Assessment Report 155283.

infrastructure provided.

Institutions and policies

138. **Slow progress on government reforms** prevented past projects from making an impact on institutions and policies. The RLSP was not able to contribute to the decentralisation process, which was stalled at that time; the planned policy dialogue sub-component was never implemented. High staff turnover and vacancies in ministries and district offices, and the reliance on external consultants and support, was not conducive to effective engagement and follow up. For example, IRLADP aimed to support the institutionalization of Water Users Associations (WUAs) by drafting a WUA constitution. It assisted the Department of Irrigation (DOI) in the preparation of an M&E framework and a WUA training manual. However, in 2020 only 13 out of 91 WUAs formally registered as independent legal entities, as most WUAs could not continue without external support.¹²⁰
139. RLEEP has made significant strives to support **value-chain governance through partnerships with non-government partners**. It supported advocacy through the commodity platforms, namely the dairy, and roots and tubers platforms, which led to the revision of some tax laws and the introduction of potato production standards. After project closure, the platforms were reportedly in the process of developing and implementing measures to enhance self-sufficiency and long-term sustainability. At the same time there were policy gaps, which the programme did not address, such the Milk and Milk Products Act, which was not conducive to the development of dairy value chains.¹²¹ Positive policy results were noted for SAPP and FARMSE (see section on policy engagement).
140. **Overall poverty impact**. District-level data show the deep-rooted and widespread nature of poverty and food insecurity in Malawi, indicating that for enhanced impact the root causes of poverty and food insecurity must be addressed. Projects have registered gains in productivity while they were still ongoing. Productivity gains eroded as soon as farmers stopped receiving inputs (fertilizer, improved seeds) and services. Moreover, the closed projects had no impact on diversifying production systems and securing reliable market access for smallholder farmers. For the same reasons the closed projects did not have an impact on food security. The ongoing projects have increased attention to food security and nutrition. The SAPP endline survey found that the project has reduced food insecurity, but dietary diversity did not increase. The project's impact on market access was not significant. The country programme has supported a large number of farmer groups and WUAs; but they lack formal registration and are insufficiently empowered. The CSPE rates poverty impact as **moderately satisfactory (4)**

F. Gender equality and women's empowerment

141. IFAD Portfolio in Malawi has actively promoted gender equality and women empowerment, encouraging participation of women in all activities and promoting household methodologies to address root causes of inequalities and power imbalances. The programme designs for SAPP, FARMSE and PRIDE and to some extent RLEEP, set up affirmative action quotas for women's participation, with overall good results in the mobilisation of women to access the programme services. PRIDE and FARMSE have also developed Gender and Youth Mainstreaming Strategies.
142. **Focus on women** has enhanced over the evaluation period. For example, the IRLADP design did not include specific interventions to address gender inequalities, but it later introduced the Household Methodology Approach, which helped address

¹²⁰ IEG. 2021. IRLADP Project Performance Assessment Report 155283.

¹²¹ The RLEEP observed that the current law prohibits the sale of raw milk or locally processed milk to consumers. This law favours the big processors, which have no incentive to improve milk prices (IOE, 2020 RLEEP PPE).

gender issues in the household and ensure equal participation of women and men in the project. The impact assessment of IRLADP indicates that the project support to women beneficiaries was adequate and effective, and that women's participation was satisfactory.¹²² The design of RLEEP defined a minimum quota for the participation of women, with good results in the participation of women in training, although this did not lead to significant impacts in terms of benefits from actual implementation and follow up of the activities.¹²³

143. In practice participation of women in agricultural related activities varied according to the traditional division of labour. Women's participation was higher in activities related to legumes crops such as cow peas, beans, pigeon peas, ground nuts and soybean (SAPP, adaptive research component) and to small livestock production (RLSP, RLEEP, SAPP).¹²⁴ Large livestock and dairy value chains remained a male domain (RLEEP, SAPP).
144. A major improvement was the enhanced focus on women's access to finance under FARMSE. Women constitute 68 per cent of the UPG beneficiaries. Apart from the availability of seed capital, the beneficiaries reported increased knowledge and skills in financial literacy, business skills, promotion of group savings and management of savings and credit and enterprise selection. On average women constitute 77 per cent of the members of the CBFOs and represent 60 per cent of the loan beneficiaries. However, many women reported that they were excluded from access to finance, due to loan delays from FSPs, high interest rates (up to 6 per cent per month), as well limited ability to access and use digital financial services.
145. **Equal workloads.** The programme did not invest in labour saving technologies for women. Some improvements were achieved through the provision of cooking stoves (SAPP)¹²⁵ and potable water (RLSP). However, the absence of data on women's workloads is striking, given the country programme's focus on farming technologies.¹²⁶ For example, the IRLDP evaluation notes that the programme promoted labor-intensive staple crops that are usually looked after by women.¹²⁷ Introduction of conservation agriculture and GAPs through SAPP may reduce the labour burden for both men and women, for example for weeding. In addition, some women reported that with disposable income from the IFAD projects, they could hire casual labour to perform farm duties such as planting, weeding, and processing, which they normally do.
146. **Access to and control over assets.** From the closed projects, little information was available on the extent of women's control of assets in the Malawi portfolio. The ongoing projects have placed greater emphasis on women's access to assets. SAPP supported a pass-on scheme for small livestock, namely chicken and goats, which greatly benefited women and youth especially in supporting household nutrition, as well as boosting women and youth ownership of small animals as assets. However, only a small percentage of the target households had received any goat (29 per cent) or chicken (40 per cent) by the end of the ninth year. FARMSE provided seed money for asset acquisition, with positive impacts noted in living conditions. Women interviewed by the CSPE mission reported that disposable income from VSLAs and sale of agriculture produce allowed to improve housing structures and to connect to electricity through solar panels or connection to the national electricity grid.

¹²² MoA's irrigation database shows that women beneficiaries participating in IRLADP-supported sites was 57 percent (out of 13,105 beneficiaries). (Source: D. H. Ng'ong'ola et al. 2013. IRLADP Independent Impact Assessment Survey.)

¹²³ IOE. 2020. RLEEP Project Performance Evaluation Report 5404-MW.

¹²⁴ IOE. 2017. RLSP Project Performance Evaluation Report 4389-MW.

¹²⁵ 11,905 (60 per cent) women headed households and 7,937 (40 per cent) men headed households received cook-stoves.

¹²⁶ Data on women's workloads will be made available through NORAD's support to FARMSE.

¹²⁷ IEG. 2021. IRLADP Project Performance Assessment Report 155283.

147. **Voice and decision making.** The IFAD portfolio in Malawi has largely provided opportunities for women’s voice to be heard in the programme activities, as seen from the community mobilisation that have from the onset emphasised women’s participation. Use of Participatory Rural Appraisal methodologies in community mobilisation and the Household Methodology Approach during implementation have helped to strengthen women’s voices and decision making especially in most recent programme interventions and group activities. Earlier projects did not have a strategy for gender mainstreaming, but promoted the participation of women simply as a way of ensuring their access to the programme activities. The RLSP PPE notes that women’s participation in local governments as well as VDCs was low.¹²⁸ Evaluation of IRLADP however notes that the project’s indicators with gender disaggregated targets were all achieved, especially those on the representation of women at WUAs, Village Development Committees, farmer business organizations, and the Input for Asset public works programme.¹²⁹ Similar findings were reported from field visits to SAPP and FARMSE groups. SAPP and FARMSE groups (and especially VSLAs and CBFOs) have more women than men in leadership committees. On the other hand, in SAPP only 36 per cent of the lead farmers are women, showing that women are not consistently empowered as “agents of change”.

Box 1.

Participation of women and youth in SAPP and FARMSE group

- The 13 SAPP groups visited in the 4 districts (Chitipa, Balaka, Chiradzulu and Nkhoskhota) had a total of 66 per cent women membership and 34 per cent men membership. An average of 63 per cent of women occupied the leadership committees, and 37 per cent of men. While youth constituted an average of 20 per cent of the membership in the 13 groups, only 5.3 per cent of the youth occupied leadership positions, with 9 groups having no youth in leadership.
- The 11 FARMSE groups visited by the CSPE team in Chiladzulu, Balaka and Lilongwe, had 82 per cent female members, women occupied 74 per cent of the leadership positions. Unlike in SAPP or PRIDE, the Youth also tended to do better in leadership in the FARMSE groups visited, where the 11 groups with an average of 19 per cent youth membership had an average of 27 per cent of the leaders.

Source: CSPE field visits.

148. **Gender transformative results.** Project designs have included gender transformative toolkits in a quest to address root causes of inequality, power imbalances, poverty and climate change.¹³⁰ IRLADP introduced the Household Methodology Approach (HHM) to address gender and HIV/AIDS issues within the household (Box 2). The approach was judged successful in influencing how women, gender decision making and HIV/AIDS issues were included in social and environmental safeguards and mitigation measures in the design of the second ASWAp.¹³¹

Box 2

Household Methodologies

The Approach uses a variety of participatory methodologies, such as Household Mentoring, and Gender Action Learning System that tackle underlying social norms, attitudes, behaviours and systems, which are at the root of gender inequality. The aim is to enable family members to work together to improve relations and decision making, and achieve more equitable workloads, with a purpose to strengthen the overall well-being of the household and its members.

¹²⁸ IOE. 2017. RLSP Project Performance Evaluation Report 4389-MW.

¹²⁹ IEG. 2021. IRLADP Project Performance Assessment Report 155283.

¹³⁰ Gender transformation in IFAD terms “requires addressing the root causes generating and reproducing economic, social, political and environmental problems and inequities, and not just addressing their symptoms”, challenges social normal and ways of working, and transformation (IFAD. 2019. Mainstreaming Gender-transformative Approaches at IFAD)

¹³¹ IEG. 2021. IRLADP Project Performance Assessment Report 155283.

Source: IFAD. 2014. Household methodologies: harnessing the family's potential for change. Gender, targeting and social inclusion.

149. Since then, the country programme has introduced the HHM in other projects, such as SAPP, PRIDE and FARMSE, although different approaches were used to roll it out and results varied accordingly. SAPP, which is implemented within the government system, has fully mainstreamed HHM. In 2015, it developed a Household Approach Implementation Manual for extension workers and local facilitators,¹³² and cascaded HHM training from national, to district and local level facilitators. However, data for household coverage of HHM was not readily available. FARMSE is at an early stage of introducing the HHM and this is not uniformly applied among implementing partners yet. PRIDE HHM interventions have started the roll out, with 50 facilitators working in nearly 250 peer households in Phalombe, Rumbi and Zomba.¹³³
150. Reportedly HHM has contributed to some level of empowerment of women, especially in their capacity to influence decisions regarding farming and the household, and attempted to close some gender gaps at household level. However, the approach still needs to be rolled out throughout the ongoing projects. Likewise, there is need to strengthen gender mainstreaming capacity in FARMSE Project Implementation Unit and especially among the FSPs. It was apparent from the CSPE field visits that some FARMSE FSPs did not have the right set of skills or the capacity to carry out gender responsive interventions. Some of the banks for example were purely focussed on bank operations, without a strategy for community entry and engagement to successfully mobilise and engage with the CBFs and VSLAs.
151. **Overall gender performance.** The IFAD programme portfolio contributed to gender equality and women's empowerment. Positive contributions were particularly noted in women's participation in country programme activities, increased focus on addressing economic challenges of women headed households and implementation of household methodologies that have potential for supporting women's equality and empowerment in decision making. Changes in gender division of labour and women's workloads were not visible yet. Household methodologies show some promising results, but these have to be brought to scale to be truly transformative. The CSPE rates gender as **moderately satisfactory (4)**.

G. Sustainability and scaling up

152. The closed projects provide a mixed picture on sustainability. Projects achieved sustainability for some activities, but others could not be sustained beyond the loans' life. Technologies were not replicated beyond project sites. Sustainability was weak due to in part the unrealistic exit strategies built on the assumption that local governments would continue to provide institutional support and take over the programme's activities (IRDLAP, RLEEP). Participation of the private sector was also insufficient to ensure sustainability.
153. **Socio-economic sustainability.** In the context of the Malawi country programme, socio-economic sustainability greatly depends on the extent to which smallholders are able to balance food security, market opportunities and climate resilience. In the past interventions were often lopsided to one side or another. RLSP evaluation showed that focus on maize production did not ensure food security in the medium and long term, nor did it foster a business-oriented mindset. Other RLSP components, however, have been found to be functioning in the aftermath of the project: the goat and dairy cow pass-on system is having significant positive impact on farmers' resilience to climate change and other sources of vulnerability. The limited sustainability of agricultural productivity under

¹³² IFAD. 2016. SAPP Mid-term Review report. Main report and appendices. (Mission dates: 01 – 21 May 2016).

¹³³ PRIDE Annual report, and Gender and Youth Targeting report.

IRLADP has been discussed under impact.¹³⁴

154. The RLEEP PPE conducted two years after the project closure found that 'the positive changes found with regard to group formation and increased productivity had already started eroding due to weak market linkages and low prices'.¹³⁵ Apart from dairy groups, farmer groups were not able to aggregate and sell their produce after the end of the programme. Certain technological choices also proved to be socially unsustainable, such the approaches introduced in the honey and the dairy value chains that were soon abandoned by the farmers.
155. The SAPP endline study showed that crop diversification improved on-farm resilience and food security, thus reducing the need for coping strategies, such as wage work.¹³⁶ At the same time, SAPP smallholders were not better than others at recovering from climate-related shocks; and they were less likely to recover from non-climate related shocks. The mid-line survey asked if the benefits provided by the GAPs actually exceeded the losses in production, shedding doubts on the longer-term sustainability of the GAPs.¹³⁷
156. **Institutional sustainability.** IFAD programmes have invested in trainings for group strengthening and operations such as management of VSLAs. The level of engagement for self-mobilised groups was high, and is likely to be self-sustaining. Where rural groups and institutions have been linked to financial services providers or farmer's groups are linked to seed companies, the relationship is likely to continue. However, the end line evaluations of the closed projects often raised concerns about the sustainability of institutions created or supported by IFAD.
157. The activities of the VDCs supported by RLSP were found to be hampered by the limited and uncertain funding available to the local governments after the programme closed. Most WUAs created under IRLADP were not able to formalise their status. At the time of the IEG evaluation in 2020, only 13 out of the 91 WUAs created were registered as legal entities. In addition, the MoA did not provide effective backstopping to WUAs for them to undertake Operations and Maintenance involving bigger works, thereby limiting the WUAs to deal with smaller jobs only.¹³⁸
158. RLEEP had limited success in sustaining institutional capacity at sub-national level. For example, district councils could not continue sustaining infrastructure projects; farmer groups were not able to utilize the market warehouses fully, either because of insufficient produce or because they ceased to function, following the end of IFAD funding.¹³⁹ The PPE observed that the benefits already started eroding due to weak market linkages and low prices. There were also unresolved institutional issues, such as ownership and management of the warehouses.
159. The institutional sustainability of ongoing projects raises concerns too. For instance, though good district and sub-district structures exist to facilitate implementation, coordination and monitoring of IFAD supported interventions, these actors do not always meet thereby undermining their performance and functionality. Also, it is questionable if newly created groups such as the new CBFOs in FARMSE, will continue to operate once the programme ends.
160. **Technical sustainability.** For infrastructure, technical sustainability was often a challenge, since it required capacities and funding at district level. In RLSP, which took a highly decentralised approach, small infrastructures such as bore wells, rural

¹³⁴ IEG. 2021. IRLADP Project Performance Assessment Report 155283.

¹³⁵ IOE. 2020. RLEEP Project Performance Evaluation Report 5404-MW (p.25).

¹³⁶ Only 63.5 per cent of the survey respondents however reported to have done wage work in 2020, and only about 15 per cent conducted non-agricultural wage activities.

¹³⁷ SAPP Impact Assessment: Midline found that Smallholders' decision to adopt GAPs was not related to their exposure to drought draught and to general poor climatic conditions. Furthermore, variables like cash and labour constraints, gender of the head of the household and educational levels also did not affect the decision of adopting GAPs.

¹³⁸ IEG. 2021. IRLADP Project Performance Assessment Report 155283.

¹³⁹ IOE. 2020. RLEEP Project Performance Evaluation Report 5404-MW (p.26).

roads, and marketplace and school blocks constructed were well maintained after the end of the project. In RLEEP, on the other hand, there was no agreement in place that district governments would take over maintenance of the roads and bridges built.¹⁴⁰

161. Issues of poor quality and insufficient attention to maintenance also undermined the roads constructed under IRLADP.¹⁴¹ At same time, prospects for the sustainability of irrigation schemes seemed good since they were initiated by farmers, who were involved in all stages of the projects.¹⁴² However, the assumption that the government's system for service delivery was sufficiently resourced and staffed to provide assistance to farmers and WUAs in operation and maintenance of the irrigation infrastructure proved to be unrealistic.¹⁴³
162. **Financial sustainability.** Amongst the ongoing projects, only SAPP had a clear exit strategy. Government yet to allocate resources for continuing or scaling up IFAD-supported activities after project completion. The involvement of SPs and the private sector by FARMSE would suggest that the programme's activities may continue beyond the programme's end, although it is not yet confirmed that the government will its collaboration with the FSPs.
163. Recently extended to 2023, SAPP has supported the development of 'soft' infrastructure. For example, SAPP strengthened the government extension system, by covering the costs of additional extension workers. As a result many new positions have been filled at project costs and the new staff have also been trained. GoM has since put these staff on its payroll. The second pillar of SAPP's extension approach are the lead farmers, which has built-in considerations of sustainability. SAPP farmers consistently reported the success of the lead farmer and FFS approach. Lead farmers in SAPP have been working on a purely voluntary basis. The number of FFS graduates who maintained their learning over time is not reported.
164. **Overall sustainability.** The country programme invested heavily into institution building. Farmers groups and WUAs were usually very active as long as the projects continued. However, once socio-economic benefits started to erode, many of the local organisations also failed to continue their business. Sustainability has met institutional and financial challenges, including insufficient funds and capacities at decentralised levels, low government ownership and insufficient integration of project activities into Government's annual work plans and budgets. For the ongoing projects, it is too early to confirm institutional and technical sustainability. The CSPE rates sustainability as **moderately unsatisfactory (3)**.

Scaling up

165. Projects approved and implemented under COSOP 2016-2022 built on practices from previous initiatives, in some case at larger scale, and they generally embedded lessons learnt from closed projects (e.g. TRADE builds upon RLEEP and PRIDE builds on IRLADP). But in all cases, thematic continuity and geographic roll-out was funded through follow-up loans from IFAD. There is no evidence of up-taking from other development partners, nor Government's commitment to provide financial support for upscaling besides co-funding into IFAD projects.¹⁴⁴
166. RLSP's livestock pass-on system has demonstrated that it could be implemented on a large scale as an effective means of reaching the very poor. On the other hand, RLSP's operations in microfinance were unsuccessful and unsustainable, and

¹⁴⁰ IOE. 2020. RLEEP Project Performance Evaluation Report 5404-MW.

¹⁴¹ IFAD. 2014 *Documenting Lessons Learned of IRLADP*

¹⁴² D. H. Ng'ong'ola et al. 2013. IRLADP Independent Impact Assessment Survey. Final report submitted to Project Coordinator

¹⁴³ IEG. 2021. IRLADP Project Performance Assessment Report 155283.

¹⁴⁴ According to IFAD definition, scaling up implies the proactive role of other actors (government, donors, private sector and so on) in adopting, mainstreaming and/or replicating an initiative or an approach.

thereby unsuitable for scaling up. The results achieved by IRLADP and RLEEP, albeit delivering pockets of success, have not been expanded from project sites. This was due to the scarce engagement in policy dialogue to overcome some structural issues affecting the programmes' outcomes, but also to the absence of an upscaling strategy.¹⁴⁵

167. The ongoing projects have learned from those failures, and they identified mechanisms which may enable successful practices to be scaled up in the future. For example, SAPP's Household Methodology Approach, which is being already mainstreamed by District extension units, and the MICF, a multi-donor supported fund of which PRIDE is part of. The Sustainable Agriculture Trust Platform is another mechanisms, which may enable scaling up of CA and related GAPs. The GAPS promoted under SAPP may spread to other extension planning areas and districts with time, the MoA facilitates increased collaboration across ministries and other organisations.
168. **Overall scaling up.** Evidence on successful scaling up is scarce. Projects approved and implemented under COSOP 2016-2022 continued practices from previous initiatives, in some case at larger scale; they generally embedded lessons learnt from closed projects. In all evaluated cases, thematic continuity and geographic upscaling of operations has been funded through follow-up loans from IFAD. There is no evidence of up-taking from other development partners at community level, nor Government's commitment to provide financial support for upscaling besides co-funding into IFAD projects. Scaling up is rated **moderately unsatisfactory (3)**.

Environment and Natural Resources Management and climate change

169. **ENRM.** COSOP 2010-2015 SOs were in line with the sustainable intensification narrative, but failed to set a truly integrated approach to farming and NRM. Projects designed under this COSOP (RLSP, RLEEP) did not yet pay sufficient attention to NRM and CCA.¹⁴⁶ RLSP "interventions towards enhancing sustainability of agricultural production and NRM were largely marginal and not sustainable post the closure of the programme. The programme did not systematically facilitate integration between cropping systems (e.g. maize and pigeon peas) or facilitate crop-livestock integration and for most part focused on interventions as isolated economic activities".¹⁴⁷ The emphasis on maize mono-cropping may undermine soil fertility overtime, eroding the environmental sustainability as well as farmers' economic returns. Also the afforestation sub-projects were largely unsustainable, ultimately neglecting the fuel requirements of the target population that continued to use maize stocks with the consequent deprivation of soil organic matter.
170. IRLADP beneficiaries reported that there was environmental degradation along rivers and reduction in water resources for irrigation, attributing these problems to the increased number of irrigation schemes along the rivers. This indicated that deforested catchment areas and non-IRLADP irrigation schemes without catchment conservation measures were contributing to silting and dwindling water supply in irrigation schemes supported by the project. The impact survey called for a deliberate and concerted effort to curb this challenge as the sustainability of the schemes hinges on this. Additionally, the Project Performance Assessment Report pointed out that the project did not provide incentives for catchment conservation in the upper-stream parts of the water source, and thus compromised the steady and sustained availability of water for irrigation.¹⁴⁸
171. PRIDE activities had a greater focus on NRM and catchment management. The programme had established and revamped the Village Natural Resources

¹⁴⁵ IOE. 2020. RLEEP Project Performance Evaluation Report 5404-MW.

¹⁴⁶ IOE. 2020. RLEEP Project Performance Evaluation Report 5404-MW.

¹⁴⁷ IOE. 2017. RLSP Project Performance Evaluation Report 4389-MW. (p. 9)

¹⁴⁸ IEG. 2021. IRLADP Project Performance Assessment Report 155283.

Management Committees, some of which have already been capacitated and have developed Village Level Action Plans at a micro-catchment level in collaboration with the VDCs. Capacity building activities are demand-driven which have ended up being concentrated on 'non-regret activities' such as tree planting, nurseries and assisted natural regeneration.

172. SAPP is promoting GAPs including measures for improved ENRM e.g. conservation agriculture (CA), soil fertility improvement techniques, agro-forestry promotion practices and in situ water harvesting. Agroforestry practices in cropping systems have showed environmental benefits also on crop production, for example by promoting the use of fertiliser trees with higher nutrient levels, which support low-income farmers while reducing the use of expensive inorganic fertilizers. Soil fertility mapping has been completed in six SAPP districts and anecdotal evidence of improved yields demonstrates improvements in the land resources base and the reduction of erosion rates.
173. **Climate change adaptation.** CCA has been worryingly absent in the portfolio for a long time. The closed projects did not have a systematic approach to promote CCA practices (RLSP and RLEEP). Among the ongoing projects, FARMSE did not have CCA included in the design. While some implementing partners have been supporting CCA practices, especially through the Graduation component, insufficient attention to climate change also presents a financial risk for FARMSE; climate change severely affects Malawi's rain-fed agriculture and will eventually reduce the efficiency of financial services for the agriculture sector.
174. PRIDE and SAPP have learned the lessons and directly support CCA. SAPP has promoted climate resilient practices including sustainable land management (minimum tillage, crop rotation, and agroforestry), livelihood diversification and improved cooking stoves. However, some practices, such as permanent soil cover and mulching are not well adopted.¹⁴⁹ Promotion of rocket stoves reduces wood harvesting and reduces CO² emission. Supervision missions of PRIDE and ERASP saw noticeable improvements in land, forestry and water resource management, with a reduction in sediment yield being observed, although not quantitatively measured. The combined efforts may ultimately reduce pressure on the resource base if the practices are fully rolled out and adopted.
175. **Compliance with environmental and social safeguards** was not appropriate under the previous COSOP. For instance, IRDLAP did not pay adequate attention to climate change risks and hence did not have enough focus on building resilience to these risks. In addition, the focus on intensive support for specific irrigation schemes in IRLADP came at the expense of a more comprehensive catchment or landscape approach to irrigation development and contribution to higher-level resilience. Even in the case of RLEEP, very little was achieved: FBS training did not include land management techniques, and CCA approaches and technologies were not systematically integrated throughout the programme, a matter that was also noted by farmers themselves during the PPE field visits.¹⁵⁰
176. The evaluation noted that PRIDE produced reasonably high quality Environmental and Social Impact Assessments and Environmental and Social Management Plans, as requested by the relevant components. PRIDE is classified as a Category A programme, i.e. the highest risk category with respect to potential social and environmental impacts. To ensure that the required social and environmental safeguards are in place, PRIDE's design has followed the most recent IFAD Social, Environment, and Climate Assessment Procedures (2017 SECAP). The Project Design Report includes an extensive appraisal on the status of CCA, NRM and

¹⁴⁹ According to FGDs with the community, mulching for instance, has had some challenges such as the plant debris being used as animal fodder; others burn for the plant debris to facilitate catching of mice – which is a delicacy while still others use the debris for fuel.

¹⁵⁰ IOE. 2020. RLEEP Project Performance Evaluation Report 5404-MW.

climate-smart agriculture, alongside a description of the related activities (Appendix IV). In addition, an Environmental and Social Management Framework has been produced that details the potential environmental and social impacts as well as the environmental and social management plans.

177. **Lack of tenure security** is an additional risk factor for smallholder farmers which does not seem to be adequately addressed by the current COSOP, and which may severely hinder the sustainability of the environmental benefits, as smallholders do not have incentives to invest in restoration and conservation. There is need to heighten the sensitization of customary land owners who enter in WUAs to register their land and thus improve the sustainability of their tenure rights.
178. **Overall ENRM and CCA.** Efforts to address ENRM and CCA was insufficient in the closed projects. Attention to ENRM and CCA has increased under the current COSOP, but achievements are insufficiently measured and their sustainability is uncertain. The significant environment and climate change issues that Malawi has been facing (including floods, droughts, dry spells and extreme temperatures) render what has been done inadequate in the face of environmental sustainability and climate change adaptation. ENRM and CCA is rated **moderately unsatisfactory (3)**.

Key points

- Government's increased emphasis on agricultural commercialisation is reflected in IFAD programme's shift from an explicit focus on poverty reduction to an approach that aims to reduce rural poverty by transforming smallholder farming through cash crops, access to financial services, and value chain development.
- The country programme has progressed over the evaluation period, adjusting to evolving demands and incorporating lessons from closed projects. COSOP 2016-2022 had strong emphasis on nutrition and climate change. However, the resources allocated for ENRM and climate change are still inadequate.
- Shortcomings in project design persisted, including lack of a preparatory phase in project design, gaps in M&E and low targets set at design. Larger project budgets, new mainstreaming themes and the involvement of a large number of stakeholders often overstretched implementation capacities in the recent projects.
- High turnover, with consequent periodic vacuum, of the country director posed challenges to project implementation. Lack of country presence also limited IFAD's engagement with policy forums and working groups at national level, including with relevant development partners such as FAO, WFP and IFPRI.
- Coherence of the country programme was strengthened under the COSOP 2016-2020, with several grants well integrated into the loan portfolio, but at district level, there was limited overlap and coordination of operations.
- Achievements under COSOP 2010-2015 were moderate in terms of increasing smallholder productivity and sustained market access. The objectives for COSOP 2016-2022 are reportedly on-track, driven by progress on inclusive rural finance and increased productivity through GAPs.
- Project management performance has improved at a slow pace with gradual take-up of actions recommended by supervision missions. Cost-effectiveness was compromised by long delays in disbursements, which affected particularly infrastructural components, as well as in implementation.
- The programme's impact on poverty and food security has been limited. Achievements of past projects' on productivity were short lived and local organizations such as farmers' groups, FBS and WUAs were often not able to graduate into more stable institutions and enterprises.
- Women's participation in country programme activities was high and there was an increased focus on women's practical and strategic needs. However, projects did not sufficiently realize results in its bid to pursue a truly transformative approach, with aspects of gender division of labour and women's workloads insufficiently addressed.

IV. Performance of partners

A. IFAD performance

179. In general, IFAD performed well during the CSPE period. Supervision Missions were generally effective in improving project performance, particularly of the ongoing projects. Finally, IFAD was flexible dealing with unexpected issues, for example when it supported the recruitment of 200 plus community level extension staff under SAPP or repurposed project funds in response to the COVID crisis.¹⁵¹
180. **IFAD's project designs** demonstrated continuity in the thematic focus and attention to mainstreaming themes, but also had some persistent shortcomings (discussed in section III.A), such as unrealistic targets and timelines. IFAD's appreciation of the governance context and partner capacities was insufficient. The issue became even more obvious when project budgets became larger (and implementation times shorter). The increasingly complex and unwieldy design overwhelmed project partners with too many innovations and pilots delivered by an increasing number of service providers, which made them difficult to coordinate and supervise – and ultimately diminished the programmes impact.
181. **Supervision Missions (SMs)** were regularly conducted, once a year, often complemented by the implementation support missions. SMs could have been more frequent during the start-up phase, when start up and implementation were lagging. Issues and recommendations identified by SMs were appropriate in their focus project management and financial management, such as fiduciary aspect and procurement, which indeed have gradually improved the performance of implementation. The composition and technical expertise of the SM teams was not always adequate to guide implementation. For example, earlier SMs did not include an infrastructural specialist.¹⁵² SMs in PRIDE did not include a land expert; in addition, the same expert has been assigned to different positions or a combination of positions in different missions, raising doubts on whether issues could be handled comprehensively. The composition of supervision missions changed frequently, and with this the technical focus of the reporting. Inconsistencies in supervision findings and feedback were also noted by programme implementing partners.¹⁵³
182. **Monitoring fiduciary risks.** IFAD's performance in programme design and supervision has improved during the time of this CSPE. Under COSOP 2010-2015, fiduciary risks were rated high and relevant mitigation strategies were not sufficiently identified and incorporated in the programme design. For example, RLSP SMs could not address the gaps in a coherent manner, especially in light of the capacity constraints of financial management (FM) staff at district level.¹⁵⁴ In 2014, IFAD launched a new Financial Management Dashboard¹⁵⁵ to monitor and track the financial management risks, FM performance and mitigation actions during the whole cycle of the programme. Once this function started being implemented during COSOP 2016-2020,¹⁵⁶ the performance of financial management has recovered at slow pace.
183. Recent projects such as PRIDE and FARMSE were designed with a sound fiduciary risk assessment framework; proposed fiduciary risk mitigation actions included lessons from SAPP, IRLADP or RLEEP. IFAD's SMs included financial specialists who

¹⁵¹ In the e-survey, 87 per cent of respondents agreed that IFAD/PMU supervision during project implementation was adequate. Same with positive feedback on IFAD systems and procedures were adequate to support effective implementation of project activities and attainment of results.

¹⁵² IOE. 2020. RLEEP Project Performance Evaluation Report 5404-MW.

¹⁵³ IOE. 2020. RLEEP Project Performance Evaluation Report 5404-MW.

¹⁵⁴ IOE. 2017. RLSP Project Performance Evaluation Report 4389-MW.

¹⁵⁵ <https://intranet.ifad.org/group/guest/-/launch-of-fmd-s-new-system-financial-management-dashboard-fmdb>

¹⁵⁶ It is worth noting that the Financial Management Assessment Questionnaire has been embedded into the Project Fiduciary Risk Assessment Framework as a coherent guidance for Finance Officers in Country Project Management Teams and Financial Management Specialists in the Supervision Mission.

could timely identify and address key issues imposing fiduciary risks, although frequent changes in SM composition meant that areas reported on were not always consistent.¹⁵⁷ In ongoing programmes, fiduciary risk has been controlled at moderate or low level with well-identified fiduciary risk mitigation actions, contributing to an improved overall financial management quality.

184. **Turnover of country directors.** During the period 2015-2017, the Malawi portfolio has suffered from periodic vacancies and a high turnover of country directors. This was a challenge for programme continuity and implementation, for example in the consistency of supervision recommendations or timely provision of 'no objection'. Country directors were at times insufficiently involved in supervision. For RLEEP, the Mid-term Review and Project Completion Report were outsourced to consultant companies, supervisions maintained with support from Policy and Technical Advisory Division in IFAD from 2014.
185. **Approval and replenishment of funds** was overall timely, according to project accounting staff, with some exceptions from SAPP and PRIDE. In SAPP, the delayed approval of the additional financing had slowed down the implementation of seasonal activities in Agriculture Development districts. Slow processing of withdrawal applications was primarily an issue in PRIDE, where approval took 15 days on average; SAPP and FARMSE had 8 and 7 days respectively (ESA average: 13 days, see figure 23 in Annex VII).
186. More recently, IFAD's **capping of annual financial resources** for the country portfolio is making it difficult for project partners to implement their activities according to project planning. Fewer resources will be disbursed for project activities, including for those already agreed with SPs, with potential controversies arising around contracts. Capping of resources may affect the reliability of IFAD as a partner and may ultimately erode Government's trust.
187. **COVID response.** IFAD has acted quickly in response to the COVID crisis. It approved a project financed from the Rural Poor Stimulus facility (US\$ 685,150). In addition it repurposed funds (US\$1.5m) from the ongoing projects (SAPP, PRIDE and FARMSE) to include additional measures, such as a virtual communication and messaging tools and a mobile marketing app. FARMSE was also able to support beneficiaries by front-loading cash transfers; it also increased the number of UPG beneficiaries by 2,600. **Overall IFAD performance.** Overall IFAD performed well with regard to several aspects: timely approvals; supervision missions; flexibility to respond to government's requests aimed at improving project performance; and progressive reduction of fiduciary risk. However, for the larger part of the evaluation period, inadequate visibility of IFAD at country level has hindered its involvement in national policy forum with other Development Partners. More recently, participation and visibility of the Country Director has increased. Further areas that need improvement include: lapses in project designs (including recurring gaps in the design of M&E systems) and timely approval and replenishment of funds. The CSPE rates IFAD performance as **moderately satisfactory (4)**.

B. Government performance

188. The Government has by and large fulfilled the obligations laid out in the loan agreements, which included: disbursement of adequate counterpart funding to the IFAD supported projects (albeit with some delays, see section III.D on Efficiency); flexibility in providing IFAD supported projects with an enabling environment;¹⁵⁸ and good predisposition to respond to the issues raised by SMs, albeit with some gaps especially in the provision of data, such as in SAPP.

¹⁵⁷ IOE. 2020. RLEEP Project Performance Evaluation Report 5404-MW.

¹⁵⁸ This is exemplified by SAPP's negotiated agreement to have a dedicated officer in the Malawi Revenue Authority (MRA) offices to deal with counterpart funding issues through VAT rebates; as well as by the change in SAPP's project management structure after an IFAD SM.

189. **Steering committees did well** in delivering activities and providing strategic oversight, as highlighted in RLEEP PPE and IFAD SMs in FARMSE. Also the CSPE stakeholder survey conducted in August 2021 gave Programme/Project Steering Committees the highest score in terms of institutional performance arrangements, compared to other institutions assessed such as independent PMUs and NGO SPs (see Annex VIII).
190. While the government has made good strides in the realization of a number of its obligations in project implementation, more fundamental, structural conditions for the transformation of the agricultural sector have been given inadequate attention. First, there has been a general lack of commitment in restructuring the FISP, in spite of the evident inefficiencies and the resulting considerable losses. Second, decentralization has not been fully carried out, with consequent gaps in project implementation due to weak structures. Last but not least, the recent downward revision of conditions of service for project staff by government has had several consequences such as staff attrition (PRIDE and FARMSE) and the missing renewal of staff contracts in FARMSE (with the result that payment of salaries was suspended for about 3 months until the time of this report). The slow recruitment of TRADE staff resulted in further delays in the project start-up.
191. **Government ownership** remains inadequate, as it can be detected from two major areas of (in) action. *First*, the inadequate commitment by Government to roll-out decentralization has negatively affected project implementation performance on account of capacity gaps at district and sub-district level. Secondly, the Government has not allocated adequate resources to support the continuity of IFAD-supported activities following project completion. This was the case with all the three closed projects. Likewise, for the ongoing projects, there is no evidence that the GoM is supplying adequate complementary funding for scaling up well performing activities.
192. **Weak coordination.** Although structures exist at both district (e.g. District Stakeholder panels) and sub-district levels (Area and Village Stakeholder panels; Area Development Committees; Village Development Committees) that could facilitate the implementation and coordination of IFAD-supported interventions, their capacities were not adequately assessed and supported. District-level structures did not always meet as per schedule, causing delays and gaps in the implementation process.
193. Government was not pro-active and did not perform its **responsibilities in M&E** adequately. The Ministry of Economic Planning and Development (MEPD) has a dedicated department with the mandate to deal with Monitoring and Evaluation (M&E) of all development interventions. However, the MEPD did not produce any evidence or data related to M&E of IFAD supported projects. Whereas government structures at district and sub-district level mandated with M&E functions had capacity gaps and logistical challenges which undermined their performance.
194. **Government's fiduciary oversight** was mixed. On one hand, the overall quality of financial management, current timeliness of submission of withdrawal applications, timeliness of audit and compliance with loan covenants were rather satisfactory. The PMUs implemented most of the fiduciary recommendations from the supervision missions and audit reports. On the other hand, bottlenecks remained at district level with poor FM capacity, slow disbursement rates, counterpart funds issue, and weak procurement management.
195. **Financial Management Staff** capacity at district level was inadequate and the supervising function from the central lead agency was not sufficient. For instance, in the first phases of IRLADP, funds struggled to flow from the centralized PCU account to district offices because of weak FM capacity and reporting delays in

districts.¹⁵⁹ In some districts, the capacities for accounting and procurement were rather weak until IRLADP provided district staff with training. SAPP FM team's lack of experience led to delayed posting of transactions in accounting software, irregular bank reconciliations, as well as unqualified reports. In addition, poor budget monitoring caused excessive overruns, leading to the requirement of reallocation. In PRIDE, high turnover of district accounting staff continues to be a challenge.

196. **Counterpart funds.** In all projects, value-added tax (VAT) had been pre-financed with programme funds, but refunds from the government appeared to be slow. There is a need for the government to engage the Malawi Revenue Authority to ensure that VAT refunds are timely budgeted and released to the programmes. Generally speaking, IFAD pre-financing of the government contribution related to duties and taxes is not a best practice and can lead to ineligibility of expenditures.
197. **Procurement management.** Attention being accorded to contract administration and management was inadequate. In the case of PRIDE, the essential procurement processes, such as procurement planning, evaluation process, record keeping and collaboration with other services within the PCU, are still deficient. The inefficiency of procurement processes in PRIDE caused significant delays in the submission of withdrawal applications and the implementation of programme activities. For FARMSE, the procurement module with functionality of contracts and commitments management in the accounting software is yet to be implemented.
198. **Overall government performance.** Government made good efforts towards the realization of its obligations including: disbursement of adequate counterpart funds (though with some delays); positive responses to IFAD supervision missions' recommendations; its positive stance in handling of tax rebates; and good performance of the Project Steering Committees. Areas that need further improvements include M&E and fiduciary oversight performance (with regard to FM skills, disbursements, handling of counterpart funding, and procurement management). In some cases, providing district FM staff with training has proved to improve capacity but it should have been conducted earlier and more consistently throughout the programme. The CSPE rates government performance as **moderately unsatisfactory (3)**.

Key points

IFAD performance was good with regard to: timely disbursements of financial commitments; use of feedback from supervision missions; flexibility to respond to government's requests aimed at improving project performance; and progressive reduction of fiduciary risk. Participation and visibility of the Country Director has increased.

- Lapses in project designs (including recurring gaps in M&E) and timely approval and replenishment of funds are two areas in need of further improvement.
- The GoM made good efforts towards the realization of its obligations, including: disbursement of adequate counterpart funds (though with some delays); positive responses to IFAD supervision missions' recommendations; its positive stance in handling of tax rebates; and good performance of the Project Steering Committees.
- Government performance can be improved in M&E and fiduciary oversight performance (especially with regard to FM staff's skills, disbursements, handling of counterpart funding, and procurement management).

¹⁵⁹ IEG. 2021. IRLADP Project Performance Assessment Report 155283.

V. Overall achievement of IFAD's country strategy and programme

199. Overall achievement of IFAD's country strategy and programme was moderately satisfactory. A consistent strength of the country programme was its focus on poor and marginalized communities and decentralized service delivery. Performance under COSOP 2010-2015 has been largely unsatisfactory. Since then the country programme has been on a positive trajectory. The CSPE has noted positive achievements in particular with regard to the relevance and coherence of the country programme, the enhanced focus of the lending programme on COSOP priority themes, including climate change adaptation and gender, and the increased attention to non-lending activities. Persistent challenges were related to weak capacities on the side of implementing partners, which led to long delays and undermined the efficiency, effectiveness and sustainability of the operations. The ambitious and complex nature of the recent programme designs will remain a challenge for implementation, given the existing capacities at national and local levels. Table 11 below summarises the CSPE ratings according to the evaluation criteria.

Table 11.
CSPE ratings

<i>Evaluation Criteria</i>	<i>Rating</i>
○ Relevance	4
○ Coherence	4
○ Knowledge management	4
○ Partnership development	4
○ Policy engagement	4
○ Effectiveness	4
○ Innovation	4
○ Efficiency	3
○ Rural poverty impact	4
○ Sustainability	3
○ Scaling up	3
○ Natural resource management and climate change adaptation	3
○ Gender equality and women's empowerment	4
OVERALL ACHIEVEMENT	4
Partner performance	
○ IFAD performance	4
○ Government performance	3

VI. Conclusions and recommendations

A. Conclusions

200. **Over the evaluation period, the country programme has shown continuity and progression.** Following the unsatisfactory performance under COSOP 2010-2015, overall the country programme has significantly enhanced its relevance and delivery of results. While the programme maintained its thematic focus, it has integrated lessons from the past. Areas of thematic focus were sharpened, more importantly with enhanced focus on ENRM and CCA, and mainstreaming themes, such as nutrition and gender, were consistently followed up. The programme has enlarged collaboration with non-government service providers, and there was good outreach to an increasing number of poor women and men.
201. **Larger and more complex projects have supported a multitude of initiatives and practices.** IFAD's financial allocations have almost doubled over the period. Projects became larger and included an increasing number of stakeholders and service providers to deliver the expected results. The country programme supported a large number of initiatives, innovations, pilots and practices, many of them supported by additional grants. Each project has promoted a broad range of interventions and activities. There were similar activities in different projects. Activities delivered by different projects and service providers were often not well coordinated and connected on the ground.
202. **The programme initiated many positive practices that would need to be sustained and scaled up.** This included the graduation approach targeting ultra-poor people and the partnerships with MFIs under FARMSE; the sustainable farming practices (GAPs) promoted under RLSP, SAPP and PRIDE; and community seed production and farm radio under RLEEP. The country programme has shared and continued some of these practices, but for most of them levels of adoption and scale are not well documented. There were many practices that were adopted, but not continued or scaled up.
203. **The programme had good pro-poor and gender focus, but has yet to demonstrate transformative results.** Strategies for targeting poverty have not been consistent throughout the period, but they have sharpened in recent projects, namely through pilots on ultra-poor graduation (FARMSE), precise targeting (SAPP) and choice more pro-poor value chains (TRADE). The programme has yet to assess whether these strategies were sufficient to transform the livelihoods of very poor smallholder farmers. The programme also reached high shares of women. Household Methodologies were mainstreamed as a transformative approach, but projects are yet to overcome women's high workloads, traditional norms and gender division of labour. While women are most active in savings groups, they still experience difficulties accessing formal financial services and using digital financial services. Female farmers are more involved in food production and less remunerative value chains.
204. **Smallholder farmers are facing multiple challenges and trade-offs, which the country programme has yet to address them in a comprehensive manner.** Trade-offs exist between smallholders' concerns about food self-sufficiency and the transition to market production. Past operations had overly focussed on maize mono-cropping, neglecting market access as well as environmental and climate resilience. Recent operations tried to address the multiple challenges through complementary designs, but in practice overlaps and synergies were too few to make a step change. Additional climate change finance will be required to mainstream sustainable agricultural practices. The programme has yet to address the issue of tenure insecurity which may undermine the durability of the environmental benefits. Community organisations were successfully linked with financial service providers, but the issue of MFI liquidity needs to be resolved.

205. **Government’s insufficient engagement and capacities in knowledge management, including M&E, were also reasons for the limited scaling up successful practices.** Until now, innovation, continuation and roll-out was entirely dependant on IFAD-financed loans and grants. The programme has invested heavily in M&E. Common weaknesses in M&E included insufficient focus on programme outcomes and impact indicators; insufficient feedback on implementation quality and performance of service providers; and insufficient use of innovative M&E tools financed through grants. In order to support learning from success and failure, the systems should have tracked the extent to which practices were adopted or discontinued.
206. **Institutional capacities were the main bottleneck that has undermined the efficiency and effectiveness of the programme.** The programme used different institutional arrangements, in line with what was required for effective implementation. Overall, these arrangements worked for the purpose for which they were set up; but all of them had their capacity challenges, and all of them had their costs attached. Common issues included low efficiency, due to long delays during start up, insufficient capacities for management and coordination, and low cost effectiveness, in particular of infrastructure investments. Decentralised implementation approaches have met clear limitations with regard to impact, sustainability and scaling up, due to the limited capacities and funds at district levels largely on account of stalled government-led decentralization during both COSOPs.
207. **Food security and climate change resilience are the paramount challenges that the country programme has to address more effectively.** IFAD would have to further enhance its support to sustainable and diversified production systems. On-farm irrigation would be important for farmers to adapt to irregular rainfalls, but IFAD would need to collaborate with international development partners to ensure effective and efficient provision of irrigation infrastructure. IFAD will need to take decisive steps to resolve the ongoing implementation challenges, through realistic implementation planning and effective oversight.

B. Recommendations

208. **As part of its ongoing decentralisation, IFAD will establish a stronger country presence.** For the new COSOP, this will open opportunities for enhanced engagement with government, development partners and other stakeholders and address performance issues through continuous follow up with implementing partners. During the preparation of the new COSOP IFAD needs to engage with its partners in the development of concrete strategies that would address the persistent performance bottlenecks and enhance the results, sustainability and impact of its operations in the country.
209. **Recommendation 1. Adopt an explicit approach to addressing chronic food insecurity and malnutrition through diversified and sustainable production system as COSOP objective.** The programme would need to pursue this objective through a multi-pronged approach: policy engagement, partnerships and practices on the ground. Malawi’s Food Systems Dialogue outlines priorities and pathways for partners to align their support.¹⁶⁰ IFAD should work with the RBAs identifying bottlenecks that prevent wider adoption of diversified production systems. The programme would needs to develop methodologies to understand the reasons behind the partial adoption or discontinuation of sustainable agricultural practices and address them effectively to ensure the long-term positive impacts. At implementation level, the programme should apply a two-track approach, supporting cash crops and market access for small-scale commercial farmers and diversified nutritious food production for subsistence-oriented farmers. This would require a differentiated targeting approach, similar to the one developed for SAPP.

¹⁶⁰ <https://summitdialogues.org/wp-content/uploads/2021/09/National-Pathway-Report-Malawi.pdf>

The role of community-level organisations and farmers networks should be further strengthened, to support them in their key role as multipliers and social safety mechanisms. Digital technologies (mobile networks and apps) may enable farmers to connect with information and institutions that can decrease uncertainty and mitigate risk for food insecure farmers.

210. **Recommendation 2: Develop a strategic approach for enhancing the impact and scale of successful practices and initiatives.** The new COSOP should include a clear strategy on how it will enhance the impact of successful practices, support coherent roll out across districts and use the lessons learned to enhance the effectiveness and impact of upcoming initiatives and operations. The individual projects should provide fewer mechanisms of support, but implement them well, supported by strong monitoring. The CSPE provides the following sub-recommendations that should guide the strategy:
- (a) **Continue rolling out good practices and successful initiatives, but enhance support of institutional mechanisms for sustainability and scaling up.** Partnerships with national structures such as the value chain platforms (RLEEP/TRADE), the national extension services (SAPP) and platforms and apex institutions (FARMSE) could provide avenues for scaling up. Districts will require direct support in scaling up practices. At district level, the programme should focus on fewer support mechanisms, which are coordinated with other development partners, to promote synergism among their interventions and ensure financial sustainability.
 - (b) **Deepen promising approaches and practices that are not yet consistently implemented and link them into coherent approaches.** This includes themes such as household methodologies and nutrition. The COSOP should include an approach to monitor implementation by different service partners, draw lessons from strengths and weaknesses and support (and monitor) a more consistent rollout of the approaches. The programme should also include measures to reduce the drudgery and demand on women's labour, and more youth specific activities that address youth interests and needs.
 - (c) **Review performance of new initiatives on an ongoing base and identify solutions to address bottlenecks swiftly.** This includes, for example, resolving the issue of MFI liquidity, which is holding up access to finance in FARMSE. Solutions might include more complex and time-consuming instruments, such as a guarantee fund or refinancing facility could address the issue. Other options for consideration could include an apex fund; and/or innovation fund supporting partnering of banks, MFIs and CBFs.
 - (d) **Step up efforts to monitor adoption and scale of practices from loans and grants, and track results as part of a comprehensive approach to knowledge management at country programme level.** IFAD would need to step up its technical assistance, to enhance the performance of the M&E systems (including data quality) and lessons learning from success and failure. In addition, the programme might consider external studies to provide more sophisticated and unbiased methods for monitoring impact and sustainability of IFAD's interventions. External expertise would be required for climate-related interventions reporting and impact measurement, which should follow international standards (e.g. from IPCC), to enable a more accurate interpretation of the results in projects such as SAPP and PRIDE.
211. **Recommendation 3: Address implementation bottlenecks through targeting specific capacity constraints at various levels.** The COSOP should include concrete solutions to address capacity gaps within specific institutional set ups. Specific strategies to address recurrent delays in implementation would include, but not be limited to the following:

- (a) **Project coordination units (PCUs)** will require a preparatory phase for the recruitment of external project staff. The PCU should provide the required management skills, but also specialised staff with the technical skills to support implementation, such as M&E, gender and specialism in relevant areas such as agricultural production systems, value chains, financial services and others. Further expertise would also be needed to link the data provided by financial service providers into a comprehensive reporting system in FARMSE. PCUs also need to be provided with tools for assessing implementation capacities and monitoring their performance of service providers.
- (b) **Project offices in government** will need to develop incentives to attract and retain project management staff. Project offices should include dedicated staff to ensure implementation of cross-cutting issues such as gender, nutrition and climate change.
- (c) **District-level coordination** will require a donor-harmonised approach. In addition the COSOP should identify mechanisms to support the government in the implementation of decentralization, for example through the National Local Government Finance Committee, which has a mandate to coordinate donor-support to decentralisation.
- (d) **Infrastructure investments** will require a preparatory phase, to allow time for government approval and technical design. Furthermore, government and IFAD will need to mobilise the technical expertise required for quality assurance and supervision.

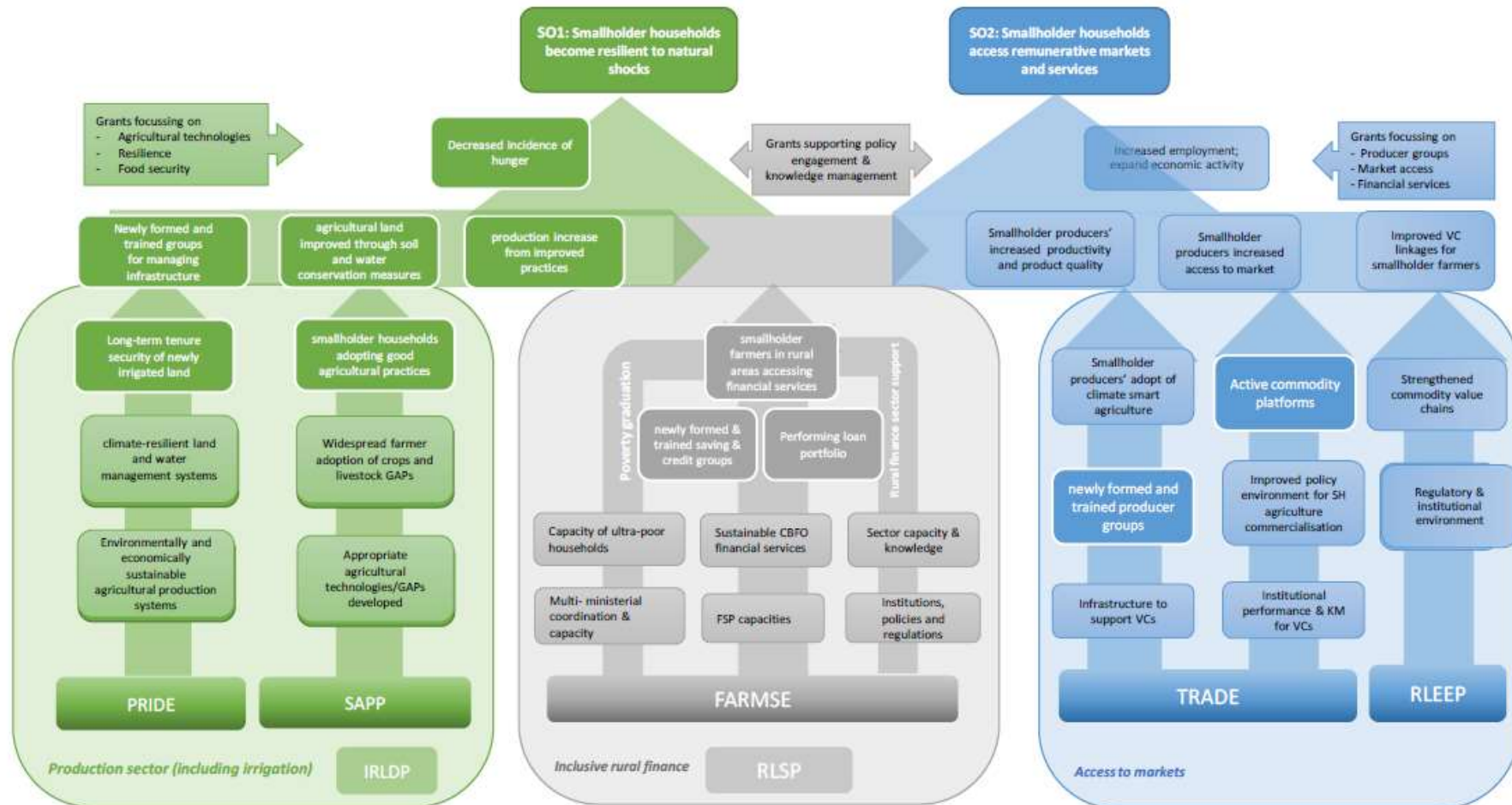
Definition of the evaluation criteria used by IOE

Evaluation criteria	Ratings
<p>Relevance The extent to which: (i) the objectives of the /country strategy and programme are consistent with beneficiaries’ requirements, country needs, institutional priorities and partner and donor policies ; (ii) the design of the strategy, the targeting strategies adopted are consistent with the objectives; and (iii) the adaptation of the strategy to address changes in the context.</p>	Yes
<p>Coherence This comprises two notions (internal and external coherence). Internal coherence is the synergy of the intervention/country strategy with other IFAD-supported interventions in a country, sector or institution. The external coherence is the consistency of the intervention/strategy with other actors’ interventions in the same context. Non-lending activities are specific domains to assess coherence.</p>	Yes
<p>Knowledge management The extent to which the IFAD-funded country programme is capturing, creating, distilling, sharing and using knowledge.</p>	Yes
<p>Partnership building The extent to which IFAD is building timely, effective and sustainable partnerships with government institutions, private sector, organizations representing marginalized groups and other development partners to cooperate, avoid duplication of efforts and leverage the scaling up of recognized good practices and innovations in support of small-holder agriculture.</p>	Yes
<p>Policy engagement The extent to which IFAD and its country-level stakeholders engage to support dialogue on policy priorities or the design, implementation and assessment of formal institutions, policies and programmes that shape the economic opportunities for large numbers of rural people to move out of poverty.</p>	Yes
<p>Effectiveness The extent to which the country strategy achieved, or is expected to achieve, its objectives and its results at the time of the evaluation, including any differential results across groups. A specific sub-domain of effectiveness relates to Innovation, the extent to which interventions brought a solution (practice, approach/method, process, product, or rule) that is novel, with respect to the specific context, time frame and stakeholders (intended users of the solution), with the purpose of improving performance and/or addressing challenge(s) in relation to rural poverty reduction.¹⁶¹</p>	Yes Yes
<p>Efficiency The extent to which the intervention or strategy delivers, or is likely to deliver, results in an economic and timely way. “Economic” is the conversion of inputs (funds, expertise, natural resources, time, etc.) into outputs, outcomes and impacts, in the most cost-effective way possible, as compared to feasible alternatives in the context. “Timely” delivery is within the intended timeframe, or a timeframe reasonably adjusted to the demands of the evolving context. This may include assessing operational efficiency (how well the intervention was managed).</p>	Yes

¹⁶¹ Conditions that qualify an innovation: newness to the context, to the intended users and the intended purpose of improving performance. Furthermore, the 2020 Corporate-level Evaluation on IFAD’s support to Innovation defined transformational innovations as “those that are able to lift poor farmers above a threshold, where they cannot easily fall back after a shock”. Those innovations tackle simultaneously multiple challenges faced by smallholder farmers. In IFAD operation contexts, this happens by packaging / bundling together several small innovations. They are most of the time holistic solutions or approaches applied of implemented by IFAD supported operations.

<p>Partner performance (assessed separately for IFAD and the Government) The extent to which IFAD and the Government (including central and local authorities and executing agencies) ensured good design, smooth implementation and the achievement of results and impact and the sustainability of the country programme.</p> <p>The adequacy of the Borrower's assumption of ownership and responsibility during all project phases, including government, implementing agency, and project company performance in ensuring quality preparation and implementation, compliance with covenants and agreements, establishing the basis for sustainability, and fostering participation by the project's stakeholders.</p>	Yes
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CSPE Theory of Change



Evaluation framework

<i>Evaluation questions</i>	<i>Methods</i>	<i>Data sources</i>
1. Relevance The extent to which: (i) the objectives of the intervention/ strategy are consistent with beneficiaries' requirements, country needs, institutional priorities and partner and donor policies ; (ii) the design of the interventions / strategy, the targeting strategies adopted are consistent with the objectives; and (iii) the intervention / strategy has been (re-) adapted to address changes in the context.		
1.1 Is the country programme relevant and coherent as contribution to GoAs approach to reduce poverty and malnutrition in Malawi?	Review designs for ongoing projects	Programme documents including:
1.2 Are the allocated resources adequate and in line with the COSOP priorities and objectives?	Synthesise findings from project evaluations (closed projects)	<ul style="list-style-type: none"> • COSOP, November 2009 and COSOP, November 2016
1.3 Are the investments into climate change (in terms of size and scale) in line with the aspirations of the COSOP? Are they adequate given the challenges experienced by famers in Malawi? How significant is the contribution of the grants programme?	Review (geographic and social) targeting strategies	<ul style="list-style-type: none"> • World Bank Project performance assessment report, Malawi, Irrigation, Rural Livelihoods and Agricultural Development Project, January 2021
1.4 Are IFAD priority themes (e.g. gender, youth, climate change, and nutrition) sufficiently addressed in the COSOP?	Gender strategies	<ul style="list-style-type: none"> • Design documents (ongoing projects)
1.5 Did the programme have clear criteria and strategies to target the poorest areas and groups? Did the programme/projects have gender strategies?	Interviews	<ul style="list-style-type: none"> • Portfolio review – various documents
1.6 Are geographic focus and targeting criteria of different projects/programmes (and interventions) sufficiently aligned?	Triangulation/ validation	Key Informant Interviews (KIIs) with govt. officials, implementing partners, other cooperating partners GIS data Triangulation (using methods, data sources, questions)
1.7 How was the quality of project designs? Were there recurrent or common design issues? Did assumptions hold during the programme period?		
1.8 Were the institutional arrangements for programme management, coordination and oversight relevant and appropriate for the interventions? What were the common issues related to the working relationship and coordination of programme activities between the PMU at the central level and the DPISTs? Were the roles of PMUs vis a vis the lead agency sufficiently clear (e.g. in PRIDE)?		
1.9 How relevant (and important) was the choice of SPs for achieving the objectives of the country programme? What was the value added of engaging SPs?		
1.10 Were government capacities (at central and district levels) adequately considered in programme designs? What are the reasons for the continued capacity gaps?		
1.11 To what extent and how did the country programme identify and integrate innovations that are responsive to the country's needs? To what extent were grants used to promote innovation?		
2. Coherence This comprises two notions (internal and external coherence). Internal coherence is the synergy of the intervention/country strategy with other IFAD-supported interventions in a country, sector or institution. The external coherence is the consistency of the intervention/strategy with other actors' interventions in the same context. Non-lending activities are specific domains to assess coherence.		

<i>Evaluation questions</i>	<i>Methods</i>	<i>Data sources</i>
2.1 How complementary are the IFAD supported interventions with those supported by other development partners working on similar themes (e.g. climate change adaptation, value chains, rural finance)?	Document review	Programme documents (COSOP, November 2009 and COSOP, November 2016; World Bank Project performance assessment report, Malawi, Irrigation, Rural Livelihoods and Agricultural Development Project, January 2021: KIIs (Government officials, implementing partners, other cooperating partners) Agriculture DPs mapping of interventions Triangulation (using methods, data sources, etc.)
2.2 How coherent were IFAD's investments into community capacity building with approaches supported by other development partners?	Interviews	
2.3 How did IFAD position itself and its work in partnership with other development partners?	Stakeholder survey	
2.4 What mechanisms exist for promoting complementarity, harmonization and coordination with other actors working in the same space?	Triangulation/ validation	
2.5 What contribution did international co-finance make to IFAD's development effectiveness?		
2.6 How coherent are the non-lending activities with the lending portfolio and the overall objectives of the programme and strategy?		
2.7. Are climate-smart technologies (financed by ERASP) being scaled up (or likely to be scaled up) by projects such as PRIDE?		
2.9. Did IFAD contribute to policy discussion drawing from its programme experience?		
2.10. To what extent lessons and knowledge have been gathered, documented and disseminated?		
3. Effectiveness		
The extent to which the country strategy achieved, or is expected to achieve, its objectives and its results at the time of the evaluation, including any differential results across groups.		
3.1 Did the IFAD country programme (including lending and non-lending activities) achieve the COSOP objectives at the time of this CSPE?	Synthesis of findings from project evaluations (closed projects)	<i>Review of various documents and related sources</i>
3.2 What were the key achievements of the country strategy programme, i.e. what would not have happened, or happened as quickly without the country strategy programme?	MIS data for ongoing projects (progress on outputs and outcomes)	Project reviews and evaluations Project completion reports
3.3 To what extent did the country strategy programme contribute to the intended outcomes? What worked well and why? What did not work well and why?	Interviews	IFAD's Results and Impact Management System ratings.
3.4 To what extent did the non-lending activities contribute to the achievement of the COSOP objectives? What worked well and why? What did not work well and why?	Triangulation/ validation	MIS data from project management office
3.5 Are implementation timelines (of different projects/programmes and interventions) sufficiently synchronised to deliver the expected synergies and complementarities?	Observations from site visits (tbc)	Annual and quarterly progress reports
3.6 What coordination mechanisms are in place for implementing partners to realise the expected synergies and complementarities?		Project Monitoring & Evaluation systems and reports Project supervision reports
3.7 Given the insufficient focus in earlier projects, is the programme on track in achieving the expected results on CCA?		Community visits (tbc)
3.8 What was the contribution of SPs in achieving the COSOP objectives? What was the contribution of SPs financed through grants (AGRA) to loan projects (SAPP)		KIIs (Information from implementing partners and project participants)

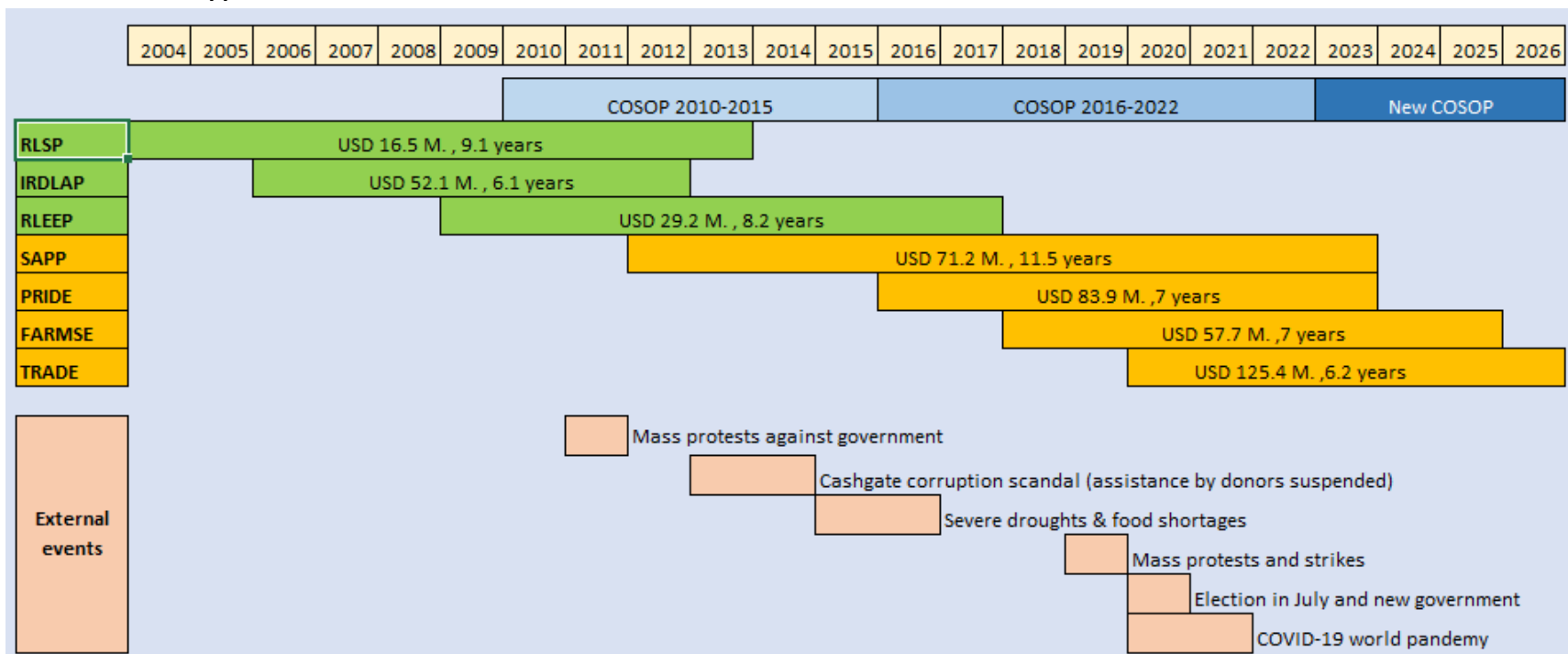
<i>Evaluation questions</i>	<i>Methods</i>	<i>Data sources</i>
3.9 What innovations were successfully introduced and scaled up? What factors contributed to the successful introduction and scaling up of these innovations? Which innovations did not do well and why? What could have been done differently to make such innovations succeed?		Focus Group Discussions – FGDs (Beneficiaries' perceptions/ opinions)
3.10 To what extent did the programme reduce the vulnerabilities of poor men and women (environmental and economic)? What factors contributed to the success? What were the key challenges? What efforts were employed to address the key challenges and what results did such efforts yield?		Triangulation (using methods, data sources, questions)
3.11 What factors in the programme/project design had a bearing on effectiveness? Were there changes in the programme/project context, which affected effectiveness? If so, what changes were these and in what way(s) did they affective effectiveness?		
4. Efficiency		
The extent to which the intervention or strategy delivers, or is likely to deliver, results in an economic and timely way.		
4.1 How well did IFAD and Government manage risks related to capacities and fiduciary management?	Document review	Financial reports
4.2 What are the common reasons for the continued delays during start-up? What were the reasons for the delays in implementation readiness? What are the lessons for IFAD and Government to prevent similar delays in the future?	Financial data analysis Interviews	Audit reports Reviews of other similar projects
4.3 Were the financial, human and technical resources adequate and mobilised in a timely manner? Did funds from co-financing partners arrive in time?	Triangulation/ validation	KIIs
4.4 Were project management offices sufficiently staffed and effective in the execution of tasks?	Cost comparison with other similar projects (comparison of project outputs with those of similar projects)	
4.5 To what extent were district governments able to fulfil the expected roles and responsibilities? What were the main capacity gaps?		
4.6 Was the programme able to use the allocated IFAD resources (PBAS) as expected? What were the main financing instruments and how effective were they used?		
4.7 How was IFAD human resource deployed and organized to supervise and support the lending portfolio and to engage in non-lending activities?		
4.8 How efficient and effective were grant facilities (as financing instruments) for service delivery?		
4.9 To what extent was value for money achieved during the implementation of COSOP?		
5. Impact		
The extent to which an intervention/country strategy has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.		
5.1 Is there sufficient evidence of farmers benefitting from multiple (IFAD) operations?	Synthesis of evidence from available project evaluations	Project evaluation/review reports
5.2 What contribution did the country programme make to the reduction of poverty in target areas?		MIS/RIMS data
5.3 Did the interventions have the anticipated effects on target groups (including the poorest smallholders, women, youth, persons with disability etc.)?	Survey data from ongoing projects, as available	Key Informant Interviews
5.4 What changes have taken place in household food security and nutrition and what explains such changes?	Interviews	Focus Group Discussions

<i>Evaluation questions</i>	<i>Methods</i>	<i>Data sources</i>
5.5 What gender-specific results did the programme achieve?	Triangulation/ validation	A few case studies
5.6 To what extent and in what ways did the country programme contribute to more responsive and pro-poor institutions and policies?		Direct observations
5.7 To what extent did the country programme contribute to gender equality and women's empowerment? What climate change adaptation and mitigation measures have been seen at farmer level, community level, institutional level and government policy level as a result of the country strategy and programme? did the country programme contribute to more responsive and pro-poor institutions and policies?		
6. Sustainability and scaling up		
The extent to which the net benefits of the intervention or strategy continue and are scaled-up (or are likely to continue and scaled-up) by government authorities, donor organizations, the private sector and others agencies.		
To what extent did the country strategy and programme contribute to long-term institutional, environmental and social sustainability?	Synthesis of evaluation findings (closed projects)	Project evaluation/review reports
6.2 How sustainable are the community organisations (CBOs, VDCs, VNRMCs) supported by the programme?	review of exit strategies (ongoing projects)	Key Informant Interviews
6.3 Is there a clear indication of government commitment in scaling-up IFAD's interventions and approaches, for example, in terms of provision of funds for selected activities, human resources availability, continuity of pro-poor policies and participatory development approaches, and institutional support?	Interviews	Focus Group Discussions
6.4 What is the level of engagement, participation and ownership of local communities, grass-roots organizations and the rural poor, and are adopted approaches technically viable?	Triangulation/ validation	
6.5. How sustainable were the mechanisms for support? For example, did the lead farmers selected in SAPP continue to fulfil their functions?		
6.5. Do local governance institutions have the capacity to sustain the services and assets?		
Partner performance		
The extent to which IFAD and the Government (including central and local authorities and executing agencies) supported design, implementation and the achievement of results and impact and the sustainability of the intervention/country programme.		
7. IFAD Performance	Document review	Project evaluation/review reports
7.1 How well did IFAD assess and manage fiduciary risks? Did IFAD have a consistent approach to monitor and report fiduciary risks, e.g. through supervision?	Financial data analysis	OBI database
7.2 How well did IFAD perform in the design, support and supervision of the programme?	Interviews	IFAD mission reports
7.3 Did IFAD deploy the required financial and technical resources in an adequate and timely manner?	Triangulation/ validation	Key Informant Interviews
7.4 How effective was IFAD in addressing bottlenecks and supporting the performance of the programme?		
7.5 How effectively did the IFAD country office (where applicable) and the regional team provide support to the country programme and individual operations?		

<i>Evaluation questions</i>	<i>Methods</i>	<i>Data sources</i>
7.6 How effectively did IFAD integrate and support non-lending activities as part of the country strategy and programme?		
8. Government performance	Document review	Project evaluation/review reports
8.1. Did Government perform its fiduciary responsibilities? Did it have adequate mechanisms for fiduciary oversight? What were the main bottlenecks at central and district levels?	Financial data analysis	OBI database
	Interviews	Key Informant Interviews
8.2 Did Government demonstrate sufficient ownership in the design and implementation of the country programme?	Triangulation/ validation	IFAD Mission Reports
8.3. How well did Government perform in the execution of loans? Did it perform the required oversight and management functions? Did it mobilise the required resources? Did it address implementation bottlenecks in a timely manner?		
8.4 Did the Government consistently support and maintain policies, initiatives and systems that are generally in support of and do not hinder the attainment of project objectives?		

Timeline and list of IFAD-supported operations in Malawi

Timeline of IFAD supported interventions



Source: IFAD Oracle Business Intelligence reports.

List of IFAD supported interventions

ID	Project		Dates				Programmes Financial data (at Approval - US\$ million)	
	Name	Type	Approval	Effective	Completion	Closing		
1100001164	Rural Livelihoods Support Programme (RLSP)	Rural Development	12/09/2001	30/08/2004	30/09/2013	31/03/2014	Total programme costs	16.6
							TOTAL IFAD (100% loan)	14.8
							Government of Malawi	1.2
							Beneficiaries	0.5
1100001334	Irrigation, Rural Livelihoods and Agricultural Development Project (IRLADP)	Irrigation, Livelihood and Agricultural Development	31/12/2005	24/05/2006	30/06/2012	31/12/2012	Total programme costs	52.1
							TOTAL IFAD (100% loan)	8.0
							Government of Malawi	2.8
							Beneficiaries	1.3
							World Bank International Development Association grant	40.0
1100001365	Rural Livelihoods Economic Enhancement Programme (RLEEP)	Value Chain	13/12/2007	01/10/2009	31/12/2017	30/06/2018	Total programme costs	29.2
							TOTAL IFAD (of which 8.3 loan; 8.4 DSF* grant)	16.7
							Government of Malawi	0.4
							Beneficiaries	2.0
							OPEC Fund for International Development (OFID)	10.0
							Royal Tropical Institute of Netherlands	0.1
1100001534	Sustainable Agricultural Production Programme (SAPP)	Research / Extension / Training	13/12/2011	24/01/2012	31/03/2021	30/09/2021	Total programme costs	72.4
							TOTAL IFAD (50% loan; 50% DSF)	60.0
							Government of Malawi	7.1
							Private sector	1.4
							Supplementary funds grants	0.6
							Beneficiaries	3.3
1100001670	Programme for Rural Irrigation Development (PRIDE)	Irrigation	17/12/2015	20/12/2016	31/12/2023	30/06/2024	Total programme costs	84.0
							TOTAL IFAD (of which 26.5 loan; 26.5 DSF; 7.1 ASAP**)	60.1
							Government of Malawi	13.1
							Beneficiaries	7.3

							Private sector	3.0
							Department for International Development (DFID)	0.5
							Total programme costs	57.7
2000001501	Financial Access for Rural Markets, Smallholders and Enterprise Programme (FARMSE)	Credit and Financial Services	11/12/2017	06/06/2018	30/06/2025	31/12/2025	TOTAL IFAD (50% loan; 50% DSF grant)	42.0
							Government of Malawi	9.6
							Private sector	6.1
							Total programme costs	125.4
2000001600	Transforming Agriculture through Diversification and Entrepreneurship Programme (TRADE)	Value Chain	11/12/2019	28/07/2020	30/09/2026	31/03/2027	TOTAL IFAD (of which 5.1 loan; 18.19 DSF grant)	70.0
							Government of Malawi	15.3
							Beneficiaries	8.3
							OPEC Fund for International Development (OFID)	20.0
							Private sector	11.7

* DSF = Debt Sustainability Framework; **ASAP = Adaptation for Smallholder Agriculture Programme Grant
Source: IFAD Oracle Business Intelligence reports.

IFAD supported interventions

ID	Project Name	Type	Location	Components	Implementation Arrangements (from PDRs)	Total cost (million US\$)	Status
1100001164	Rural Livelihoods Support Programme (RLSP)	Rural Development	Chiradzulu, Thyolo, Nsanje	<p>Component 1. Investment in human capital, by establishing and strengthening village-level governance structures and training individual beneficiaries in off- and on-farm livelihood activities;</p> <p>Component 2. Village investments, under which initiatives such as agriculture extension services, community water development, rural financial services, small business development were undertaken;</p> <p>Component 3. Programme and policy coordination.</p>	The Ministry of the Local Government and Rural Development (MoLGRD) was the programme lead agency. A Programme Facilitation Unit (PFU) was established within the MoLGRD to oversee RLSP implementation. In the Districts, the programme operated within the District Assemblies.	16.6	Closed
1100001334	Irrigation, Rural Livelihoods and Agricultural Development Project (IRLADP)	Irrigation, Livelihood and Agricultural Development	Chitipa, Lilongwe, Nkhatabay, Phalombe, Rumphu, Dedza, Zomba, Salima, Chikwawa	<p>Component 1. Irrigation rehabilitation and development;</p> <p>Component 2. The Farmer Services and Livelihoods Fund;</p> <p>Component 3. Institutional development and community mobilization; (Revised during the Second Additional component 3 continued under a new title, "Institutional Development and Capacity Enhancement.")</p> <p>Component 4. Project coordination unit and monitoring and evaluation.</p> <p>Component 5. Contingency financing for disaster risk response. (New component added during the second additional financing)</p>	The Ministry of Agriculture and Food Security (MoAFS) was the IRLADP lead agency. The Ministry of Irrigation and Water Development (MoAIWD) and the Malawi Social Action Fund (MASAF) were the project implementing agencies. A dedicated Project Coordination Unit (PCU) was established under the MoAFS to oversee project implementation. Outreach Offices were established in each region, while IRLADP activities at district level were coordinated by the desk officers in the District Agricultural Development Offices.	52.1	Closed
1100001365	Rural Livelihoods Economic Enhancement	Value Chain	Chitipa, Karonga, Lilongwe, Nkhatabay,	Component 1. Value chain mobilization and organization;	The MoLGRD was the programme lead agency. An autonomous Programme Support Unit (PSU) within	29.2	Closed

	Programme (RLEEP)		NTCHISI, MCHINJI, DEDZA, Kasungu, Thyolo, Blantyre	Component 2. Agricultural productivity and commercialization; Component 3. Programme facilitation and management.	MoLGRD consisting of externally recruited staff, managed programme activities, that were delivered through contracted service providers. At district level, RLEEP was coordinated through the district councils. RLEEP also introduced the District Planning and Implementation Teams, responsible for coordination and implementation of the programme at local level.		
1100001534	Sustainable Agricultural Production Programme (SAPP)	Research / Extension / Training	Balaka, Chiradzulu, Chitipa, Lilongwe, Nkhotakota, Blantyre	Component 1. Adaptive research and knowledge management; Component 2. Farmer adoption of GAPs; Component 3. Programme management and coordination.	MoAIWD is the SAPP Lead agency. SAPP design was fully integrated within the Agricultural Sector Wide Approach ASWAp framework by the ASWAP Secretariat in the MoAIWD and activities were implemented through Government systems. The Executive Management Committee of the ASWAp was the Programme Steering Committee, responsible for providing strategic direction and guidance. SAPP assigned responsibility for field operations to the Agricultural Development Divisions and District Councils.	72.4	On-going
1100001670	Programme for Rural Irrigation Development (PRIDE)	Irrigation	Chiradzulu, Chitipa, Karonga, Machinga, Nkhata-Bay, Phalombe, Rumphi, Zomba	Component 1. Irrigation development and catchment management; Component 2. Agriculture and market linkages; Component 3. Programme management and coordination.	The MoAIWD is the programme lead agency. The Department of Irrigation (DOI) within MoAIWD oversees the day-to-day coordination of programme activities. The Programme has been implementing by a stand-alone programme coordination office (PCO) responsible for overall programme implementation and coordination. The PCO closely collaborates with local offices of MoAIWD and district	83.9	On-going

					coordination structures of the MoLGRD.		
2000001501	Financial Access for Rural Markets, Smallholders and Enterprise Programme (FARMSE)	Credit and Financial Services	Malawi	<p>Component 1. Ultra-poor graduation model development and scaling up;</p> <p>Component 2. Support to Financial Innovation and Outreach.</p> <p>Component 3. Strategic Partnerships, Knowledge Generation, and Policy.</p>	<p>The Ministry of Finance, Economic Planning and Development (MoFEPD) is the programme lead agency and the Pensions and Financial Sector Policy division (PFSPD) in MoFEPD is responsible for facilitating the implementation of the programme. The Project Management Unit (PMU) is responsible for day to day management and coordination of FARMSE activities hosted by the PFSPD. The PMU operates as an autonomous entity. At district level FARMSE is implemented through the set-up of the district councils.</p>	57.7	On-going
2000001600	Transforming Agriculture through Diversification and Entrepreneurship Programme (TRADE)	Value Chain	Malawi	<p>Component 1. Sustainable Producer-Private Partnerships;</p> <p>Component 2. Enabling environment for Smallholder Commercialization;</p> <p>Component 3. Institutional Support and Programme management.</p>	<p>The MoLGRD is the programme lead agency. The day-to-day implementation and coordination of the programme have been undertaken by the Programme Management Unit (PMU) within MoLGRD. At the local level, the district councils are the main implementing partners of the programme through the Government's decentralized structures. District Planning and Implementation Teams established and capacitated under RLEEP are responsible for coordination and implementation at local level.</p>	125.4	On-going

Sources: IFAD Oracle Business Intelligence reports, project documents, IFAD PDRs.

List of IFAD-supported grants

Table 1.

Full list of grants that include Malawi as a target country

	<i>Project Id</i>	<i>Project Name</i>	<i>Recipient Institution</i>	<i>Window</i>	<i>Sub-window</i>	<i>Approval</i>	<i>Entry into Force</i>	<i>Current Completion</i>	<i>Manager Name</i>	<i>IFAD funds USD</i>	<i>Other funds USD</i>	<i>Total funds USD</i>	<i>Countries</i>
COM	2000000	HER Farm Radio	Farm Radio International	GLR	GR-SM	12/12/20	01/01/20	31/03/20	Thomas, Jessica	170.000	-	170.000	Malawi, Ethiopia, Tanzania, Uganda
ECG	2000001	IAP	World Agroforestry Centre	GEF	GEF	04/05/20	29/05/20	31/12/20	Tenou, Yawo Jonky	-	5.723.934	5.723.934	Burkina Faso, Eswatini, Kenya, Niger, Senegal, Tanzania, Malawi
ECG	2000001	IAP	United Nations Development Program	GEF	GEF	04/05/20	24/04/20	31/12/20	Tenou, Yawo Jonky	-	4.500.000	4.500.000	Burkina Faso, Eswatini, Kenya, Niger, Senegal, Tanzania, Malawi
ECG	2000001	IAP	Food and Agriculture Organization for the United Nations	GEF	GEF	04/05/20	23/04/20	31/12/20	Tenou, Yawo Jonky	-	4.407.442	4.407.442	Burkina Faso, Eswatini, Kenya, Niger, Senegal, Tanzania, Malawi
ECG	2000001	IAP	United Nations Environment Programme	GEF	GEF	04/05/20	23/05/20	01/01/20	Tenou, Yawo Jonky	-	3.510.000	3.510.000	Burkina Faso, Eswatini, Kenya, Niger, Senegal, Tanzania, Malawi
ECG	2000001	IAP	Conservation International	GEF	GEF	04/05/20	01/04/20	31/12/20	Tenou, Yawo Jonky	-	3.510.000	3.510.000	Burkina Faso, Eswatini, Kenya, Niger, Senegal, Tanzania, Malawi
ECG	2000001	Scaling up HHM	Stichting Novib	Oxfam	GLR	GR-LG	07/12/20	07/05/20	Jonckheere, Steven	2.250.000	484.000	2.734.000	Malawi, Burundi, Democratic Republic of Congo, Kenya, Nigeria, Rwanda, South Africa, Sudan, Uganda, Zambia, Zimbabwe
ECG	2000000	Strengthening Capacity for Local Actors on Nutrition Sensitive Agri Food	McGill University-Public University in Montreal	GLR	GR-LG	30/12/20	21/04/20	31/12/20	Cordone, Antonella	2.000.000	-	2.000.000	Malawi, Eritrea, Zambia

Value Chain in Zambia and Malawi														
ECG	2000003 140	Sparking disability	Light for the World International		GLR G	GR- LG	28/10/20 20		02/04/20 24	Jonckheer e, Steven	2.500.00 0	976.000 0	3.476.00 0	Burkina Faso, India, Mozambique, Malawi
ECG	2000003 438	CPI Sustainable Lab	Agri Climate Initiative	Policy	GLR G	GR- LG	11/09/20 20	13/11/20 20	01/03/20 23	Subsol, Sebastien Pierre Eugene		524.000	524.000	Global (43 countries)
ECG	2000001 855	Supporting AEW	African Forum for Agricultural Advisory Services		GLR G	GR- SM	18/09/20 17	19/09/20 17	31/12/20 18	Anyonge, Tom Mwangi	350.000	-	350.000	Global (40 countries)
ESA	2000001 346	Enhancing Resilience for Agro-Ecological Systems (ERASP)	the Ministry for Finance	for	GEF	FULL	07/04/20 17	30/10/20 17	30/09/20 22	Barros, Ambrosio Luis Nsingui	-	8.765.963	8.765.96 3	Malawi
ESA	2000002 818	AGRF Top-Up	Alliance for Green Revolution in Africa		A CON TRIB	CNT RB- SM	05/09/20 19	21/10/20 19	27/02/20 23	Mukonyor a, Bernadett e	300.000	-	300.000	Angola, Botswana, Burundi, Comoros, Eritrea, Eswatini, Ethiopia, Kenya, Lesotho, Madagascar, Mauritius, Mozambique, Namibia, Rwanda, Seychelles, South Sudan, Tanzania, Uganda, Zambia, Zimbabwe, Malawi
ESA	2000001 302	Strengthening Landscape-Level Baseline Assessment and Impact Monitoring in East and Southern Africa Project	World Agroforestry Centre		GLR G	GR- LG	21/12/20 16	08/05/20 17	30/06/20 21	Chileshe- Toe, Paxina	2.000.00 0	-	2.000.00 0	Malawi, Eswatini, Kenya, Lesotho, Uganda
ESA	1000004 260	Programme for Alleviating Poverty and Protecting Biodiversity Through Biotrade Esa (Phytotrade Africa)	Phytotrade Africa Trust		GLR G	GR- LG	05/05/20 12	21/06/20 12	30/06/20 15	Livingsto n, Geoffrey	1.500.00 0	-	1.500.00 0	Malawi, Botswana, Eswatini, Mozambique, Namibia, South Africa, Zambia, Zimbabwe
ESA	2000000 829	Up Scaling ICVT	Interactive Farm International	Radio	GLR G	GR- LG	12/09/20 15	19/10/20 15	31/12/20 18	Juma, Mwatima	1.500.00 0	-	1.500.00 0	Malawi, Ethiopia, Ghana,

Uptake for Agricultural Innovations in Tanzania												Mozambique, Senegal, Tanzania, United Republic of		
ESA	2000001 303	Agra's Developing and Delivering High Impact Agricultural Technologies Adoptable by Smallholder Farmers (AGRA Agricultural Technologies)	Alliance for A Green Revolution In Africa	A	GLR	GR-ARF D	21/12/2016	30/05/2017	30/06/2021	Nyathi, Putso	1.000.000	(document s mention 1 000 000 from recipient but not appearing in OBI)	1.000.000	Malawi, Ethiopia, Mozambique
ESA	1000003 215	Technical Support for Women Advancement and HIV/Aids Prevention in the Southern Districts of Nsanje, Thyolo and Chiradzulu in Malawi	Ministry of Finance	for	CSP C	CS-SM	09/10/2008	09/10/2008	30/06/2011		-	209.450	209.450	Malawi
ESA	1000004 163	LAND AND NATURAL RESOURCE TENU	United Nations Human Settlements Programme	Nations	GLR	GR-SM	18/10/2011	31/10/2011	30/04/2013	Liversage, Harold William	200.000	-	200.000	Malawi, Eritrea, Eswatini, Ethiopia, Kenya, Lesotho, Madagascar, Mozambique, Rwanda, South Africa, Tanzania, United Republic of
ESA	1000004 165	Development for an Innovative Baobab Mobile Unit Technology for Replication Across Southern Africa to Improve the Processing for Baobab Fruit Powder	Phytotrade Africa Trust	Africa	GLR	GR-SM	20/12/2011	22/12/2011	30/09/2013	Livingston, Geoffrey	70.000	-	70.000	Malawi, Botswana, Zimbabwe
GEM	2000002 380	Leveraging SSTC	Alliance for A Green Revolution in Africa	A	GLR	GR-SM	29/11/2018	22/01/2019	31/03/2022	Brandford -Arthur, Regina Ama Baisawah	500.000	599.750	1.099.750	Malawi, Burkina Faso, China, Ethiopia, Ghana, Kenya, Lao People's Democratic Rep, Mali, Mozambique, Nigeria, Rwanda,

													Tanzania, Uganda, Viet Nam	
ILC	2000001 375	ILC: NES LANDNET MALAWI	1511	Landnet Malawi	ILC	ILC	17/11/20 15	20/11/20 15	20/11/20 16	Mauro, Annalisa	-	150.000	150.000	Malawi
ILC	2000001 859	ILC: NES LANDNET MALAWI	1703	Landnet Malawi	ILC	ILC	18/05/20 17	19/05/20 17	19/05/20 18	Fiorenza, Andrea	-	150.000	150.000	Malawi
ILC	2000000 774	ILC: NES LANDNET MALAWI	1408	Landnet Malawi	ILC	ILC	15/07/20 14	24/07/20 14	31/07/20 15	Mauro, Annalisa	-	80.000	80.000	Malawi
ILC	2000002 456	NES 1813 MALAWI LANDNET		Landnet Malawi	ILC	ILC	01/08/20 18	01/08/20 18	30/04/20 19	Mauro, Annalisa	-	69.994	69.994	Malawi
ILC	2000003 578	AFRICA 2004 WOLREC		Women&S Legal Resources Centre	ILC	ILC	11/10/20 20	14/10/20 20	08/09/20 22	Mekonen, Yonas	-	69.150	69.150	Malawi
ILC	2000000 734	ILC: NFC 1407 TSP		Training Support for Partners	ILC	ILC	18/06/20 14	08/07/20 14	01/07/20 15	Mauro, Annalisa	-	29.343	29.343	Malawi
ILC	2000001 213	ILC: CBA LANDNETMALAWI	1503	Landnet Malawi	ILC	ILC	04/08/20 15	25/08/20 15	19/11/20 15	Pallas, Sabine	-	25.000	25.000	Malawi
ILC	2000000 904	ILC: NES LANDNET MALAWI	1412	Landnet Malawi	ILC	ILC	04/11/20 14	11/12/20 14	28/11/20 15	Pallas, Sabine	-	23.650	23.650	Malawi
PMD	1000004 002	"Leading the Field" Initiative for The International Treaty on Plant Genetic Resources for Food and Agriculture		Food and Agriculture Organization for The United Nations	GLR G	GR- LG	04/05/20 11	16/11/20 11	31/12/20 14	Alcadi, Rima	1.500.00 0	5.000.000 0	6.500.00 0	Ethiopia, Indonesia, Tunisia, Zambia, Malawi
PMD	2000000 482	Ecosystems in Africa		International Water Management Institute	GLR G	GR- LG	28/01/20 14		30/04/20 17	Belhamis si, Amine	-	3.700.000	3.700.00 0	Malawi, Burundi, Chad, Ethiopia, Kenya, Liberia, Madagascar, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, Tanzania, United Republic of
PMI	2000003 053	SACAU-FO4ACP IMPL.PHASE	SUPP	Southern African Confederation for Agricultural Unions	GLR G	GR- LG	23/10/20 19	28/10/20 19	30/11/20 23	Audinet De Pieuchon, Jean- Philippe	1.500.00 0	516.000	2.016.00 0	Botswana, Eswatini, Lesotho, Madagascar, Mozambique, Namibia, Seychelles, South Africa, Tanzania, Zambia, Zimbabwe, Malawi
PMI	2000002 969	FO4ACP_IFAD_SACAU		Southern African Confederation	GLR G	GR- SM	23/07/20 19	28/10/20 19	30/11/20 23	Audinet De	1.500.00 0	1.712.800	3.212.80 0	Botswana, Eswatini, Lesotho,

				for Agricultural Unions						Pieuchon, Jean-Philippe					Madagascar, Mozambique, Namibia, Seychelles, South Africa, Tanzania, Zambia, Zimbabwe, Malawi
PMI	1000004 492	Farmers fighting poverty, Food security initiatives of farmers' Organizations in a regional perspective (Africa)		Agricord	GLR G	GR- LG	20/11/20 12	27/12/20 12	27/12/20 16	Longo, Roberto	-	15.230.60 0	15.230.6 00		Malawi, Benin, Burkina Faso, Burundi, Cameroon, Democratic Republic of Congo, Ethiopia, Gambia, Ghana, Guinea, Kenya, Madagascar, Mali, Niger, Senegal, Tanzania, Togo, Uganda, Zambia
PMI	1000004 055	TAF for Agriculture		African Technoserve Construction Company, Inc.	GLR G	GR- LG	19/08/20 11	26/09/20 11	24/02/20 15	Kherallah, Mylene William	-	13.962.20 0	13.962.2 00		Malawi, Burkina Faso, Cameroon, Ethiopia, Madagascar, Nigeria, Sierra Leone, South Africa, Zambia, Zimbabwe
PMI	2000002 847	Red meat value chains		International Livestock Research Institute	GLR G	GR- LG	12/08/20 20	14/12/20 20	23/03/20 25	Rota, Antonio	200.000	-	200.000		Zimbabwe, Malawi
PMI	2000001 537	Time for Action _Land Gov		International Land Coalition	CON TRIB	CNT RB- LG	26/02/20 16	01/04/20 16	28/02/20 19	Liversage, Harold William	-	5.503.000 0	5.503.00 0		Global (35 countries)
PMI	1000004 488	SFOAP EC Contribution		Southern African Confederation for Agricultural Unions	GLR G	GR- LG	12/12/20 12	27/03/20 13	21/12/20 18	Longo, Roberto	-	4.080.736	4.080.73 6		Botswana, Eswatini, Lesotho, Madagascar, Mozambique, Namibia, Seychelles, South Africa, Tanzania, Zambia,

PMI	1000002 813	Programme for Alleviating Rural Poverty by Improving Rice Production in Eastern and Southern Africa	International Rice Research Institute	GLR G	GR- LG	18/04/20 07	20/09/20 07	30/09/20 10	Wholey, Douglas	1.500.00 0	1.712.800 0	3.212.80 0	Zimbabwe, Malawi Burundi, Kenya, Mozambique, Rwanda, Tanzania, Uganda, Malawi
PMI	1000004 347	Strengthening Country Level Agricultural Advisory Serv. AFAAS	African Forum for Agricultural Advisory Services	GLR G	GR- LG	28/09/20 12	12/12/20 12	31/12/20 14	Anyonge, Tom Mwangi	1.000.00 0	2.022.609 0	3.022.60 9	Malawi, Burkina Faso, Mozambique, Sierra Leone, Uganda
PMI	1000002 906	Programme for Integrated Innovations for Improving Legume Productivity, Market Linkages and Risk Management in Eastern and Southern Africa	International Crops Research Institute for Semiarid Tropics	GLR G	GR- LG	12/09/20 07	14/11/20 07	31/12/20 11	Wholey, Douglas	1.400.00 0	1.600.000 0	3.000.00 0	Ethiopia, Kenya, Tanzania, Malawi
PMI	2000001 317	Improving Rural Financial Inclusion Through Cooperatives	Canadian Cooperative Association: Uganda	GLR G	GR- LG	10/12/20 16	14/03/20 17	31/03/20 21	Hurri, Sauli Matias	2.660.00 0	-	2.660.00 0	Malawi, Ethiopia, Tanzania, United Republic of
PMI	2000001 635	Green Technologies to Facilitate Development for Value Chains Perishable Crops and Animal Products	SunDanzer	GLR G	GR- LG	11/12/20 17	22/06/20 18	30/06/20 21	Chitima, Mawira	2.200.00 0	440.000	2.640.00 0	Malawi, Mozambique, Rwanda, Tanzania, Zimbabwe
PMI	2000000 095	Land and Natural Resource Tenure Security Learning Initiative for East and Southern Africa Phase 2 (TSLI-ESA-2)	United Nations Human Settlements Programme	GLR G	GR- LG	07/07/20 13	30/10/20 13	31/12/20 17	Liversage , Harold William	1.425.00 0	950.000	2.375.00 0	Malawi, Burundi, Eswatini, Madagascar, South Africa, Tanzania, Zambia
PMI	2000002 830	ILC People-centered_2019	International Land Coalition	GLR G	GR- LG	16/10/20 19	07/11/20 19	31/12/20 20	Audinet De Pieuchon, Jean- Philippe	2.200.00 0	-	2.200.00 0	Global (26 countries)
PMI	1000002 727	Programme for Facilitating the Adoption of	International Maize and Wheat	GLR G	GR- LG	14/12/20 06	11/07/20 07	30/09/20 10	Delve, Robert James	1.500.00 0	516.000	2.016.00 0	Zambia, Zimbabwe, Malawi

		Conservation Agriculture Resource Smallholder in Southern Africa	by Poor Farmers	Improvement Center											
PMI	2000001 053	Land Governance ILC		International Land Coalition	GLR G	GR- LG	06/11/20 15	10/12/20 15	31/12/20 17	Audinet De Pieuchon, Jean- Philippe	2.000.00 0	-	2.000.00 0	Malawi, Albania, Bangladesh, Bolivia, Cambodia, Cameroon, Colombia, Congo, The Democratic Republic, Ecuador, Guatemala, India, Indonesia, Madagascar, Nicaragua, Peru, Philippines, South Sudan, Tanzania, Togo	
PMI	2000001 792	Land Governance ILC		International Land Coalition	GLR G	GR- LG	19/08/20 17	03/11/20 17	30/04/20 19	Audinet De Pieuchon, Jean- Philippe	2.000.00 0	-	2.000.00 0	Global (28 countries)	
PMI	1000004 250	PROGRAMME SCALING UP BIOLO	FOR	International Center for Insect Physiology and Ecology	GLR G	GR- LG	05/05/20 12	06/08/20 12	30/09/20 15	El Khoury, Wafaa	1.000.00 0	449.975	1.449.97 5	Malawi, Kenya, Mozambique, Rwanda, Zambia	
PMI	2000000 671	SFOAP_PAFO		Network Farmers' and Agricultural Producer Organisations for West Africa	GLR G	GR- LG			21/12/20 17	Longo, Roberto Mr	-	1.051.047	1.051.04 7	Global (41 countries)	
PMI	1000004 065	Understanding Adoption Application Conservation Agriculture Southern Africa	the and of in	International Maize and Wheat Improvement Center	GLR G	GR- LG	29/08/20 11	27/10/20 11	30/06/20 14	Delve, Robert James	750.000	227.000	977.000	Malawi, Zambia, Zimbabwe	
PMI	1000004 390	SFOAP_SACAU		Southern African Confederation of Agricultural Unions	GLR G	GR- LG	30/11/20 12	27/03/20 13	21/12/20 18	Audinet De Pieuchon,	500.000	-	500.000	Botswana, Eswatini, Lesotho, Madagascar, Mozambique,	

											Jean-Philippe				Namibia, Seychelles, South Africa, Tanzania, Zambia, Zimbabwe, Malawi
PMI	2000000 145	Mainstreaming Policy and Governance in CAADP National Security Investment Plans (NAFSI Ps)	Land	United Nations Economic Commission for Africa	GLR G	GR- SM	25/11/20 14	03/09/20 15	30/09/20 18	Liversage, Harold William	325.000	-	325.000		Malawi, Madagascar, Rwanda, Tanzania
PMI	1000003 539	EX ANTE IMPACT ASSESSMENT OF R		Worldfish Center	GLR G	GR- SM	29/09/20 09	29/09/20 09	31/03/20 12	Rota, Antonio	200.000	-	200.000		Bangladesh, Mali, Malawi
PMI	2000000 857	AFD-SFOAP		Southern African Confederation of Agricultural Unions	GLR G	GR- LG	13/10/20 14	13/10/20 14	21/12/20 18	Longo, Roberto	-	149.541	149.541		Malawi, Botswana, Eswatini, Lesotho, Madagascar, Mozambique, Namibia, Seychelles, South Africa, Tanzania, Zambia, Zimbabwe
PMI	2000002 691	FOACP SACAUI	Inception	Southern African Confederation of Agricultural Unions	GLR G	GR- SM	04/01/20 19	20/05/20 19	31/07/20 19	Audinet De Pieuchon, Jean-Philippe	-	102.740	102.740		Malawi, Botswana, Eswatini, Lesotho, Madagascar, Mozambique, Namibia, Seychelles, South Africa, Tanzania, Zambia, Zimbabwe
PRM	2000002 045	Inclusive Agrifood Chains: Going behind the Brands' Commitments to Uptake and Impact	Global Supply	Oxfam America	GLR G	GR- LG	03/08/20 18	23/10/20 18	31/10/20 20	Marquez, Carmina	500.000	1.185.000	1.685.000	0	Malawi, Ghana, Indonesia, Brazil, India
RIA	2000001 515	ICT tools and Plantwise		Cab International	GLR G	GR- LG	03/12/20 16	16/03/20 17	31/03/20 21	Songserm sawas, Tisorn	1.700.000	1.114.000	2.814.000	0	Malawi, Kenya, Mozambique, Rwanda, Uganda, Zambia

RIA	2000001 514	Linking Impact	Research to	Bioversity International	GLR G	GR- LG	03/12/20 16	31/07/20 17	31/03/20 22	Songserm sawas, Tisorn	2.520.00 0	-	2.520.00 0	Malawi, India, Indonesia, Lao People's Democratic Rep, Mozambique, Nicaragua, Nigeria	
RIA	2000001 376	Collecting development	data	World Center Development Data	Bank: for	GLR G	GR- LG	21/12/20 16	09/03/20 18	09/03/20 22	Garbero, Alessandr a	2.300.10 0	-	2.300.10 0	Malawi, Tanzania, Uganda
RIA	2000001 373	MIX METHODS	STUDY	Institute Development Studies	for	GLR G	GR- LG	03/12/20 16	20/03/20 17	31/03/20 21	Garbero, Alessandr a	1.500.00 0	-	1.500.00 0	Malawi, Ethiopia, Niger, Nigeria, Tanzania, Uganda
RIA	2000000 694	Africa to Asia		International Water Management Institute		GLR G	GR- ARF D	01/12/20 14	17/03/20 15	31/03/20 19	Ndavi, Malu Muia	1.200.00 0	-	1.200.00 0	Malawi, Afghanistan, Ghana, Uganda
RIA	2000000 165	3ie - evaluations	Impact	International Initiative Impact Evaluation-USA	for	GLR G	GR- SM	10/12/20 13	13/12/20 13	27/12/20 17	Garbero, Alessandr a	500.000	-	500.000	Malawi, Bangladesh, Burkina Faso, Cambodia, China, Colombia, Egypt, Ethiopia, Gambia, Ghana, India, Kenya, Lao People's Democratic Rep, Madagascar, Nicaragua, Niger, Pakistan, Peru, Philippines, Senegal, Sudan, Uganda, Yemen, Zambia
RIA	2000000 274	IFPRI - Evaluation	Impact	International Food Research Institute	Policy	GLR G	GR- SM	18/12/20 13	10/03/20 14	31/10/20 15	Garbero, Alessandr a	500.000	-	500.000	Malawi, Bangladesh, Peru
RIA	2000000 275	IIASA - Evaluation	Impact	International Institute Applied Systems Analysis	for	GLR G	GR- SM	18/12/20 13	19/12/20 13	31/12/20 16	Garbero, Alessandr a	500.000		500.000	Malawi

Source: IFAD - Oracle Business Intelligence.

Table 2.
Selection of IFAD-supported grants for rapid grant review

<i>Project Name</i>	<i>Recipient Institution</i>	<i>Window</i>	<i>Approval</i>	<i>Entry Into Force</i>	<i>Current Completion</i>	<i>Grant Amount</i>	<i>Focus Countries</i>	<i>Theme</i>
Enhancing the Resilience of Agro-Ecological Systems (ERASP)	Ministry of Agriculture	GEF	07/04/2017	30/10/2017	30/09/2022	GEF: US\$ 7 155 963; National Government: US\$ 1 610 000	Malawi	Biodiversity, NRM, climate change
Agra's Developing and Delivering High-Impact Agricultural Technologies Adoptable by Smallholder Farmers (AGRA Agricultural Technologies)	AGRA	R-ARFD	21/12/2016	30/05/2017	30/06/2021	IFAD: US\$ 1 000 000; Recipient: US\$ 1 000 000	Ethiopia, Malawi, Mozambique	Agronomy
Strengthening Landscape-Level Baseline Assessment and Impact Monitoring in East and Southern Africa Project	ICRAF	GR-LG	21/12/2016	08/05/2017	30/06/2021	IFAD: US\$ 2 000 000	Regional – Kenya, Uganda, Malawi, Lesotho, Eswatini	KM/NRM
Green Technologies to Facilitate Development of Value Chains for Perishable Crops and Animal Products	SunDanzer	GR-LG	11/12/2017	22/06/2018	30/06/2021	IFAD: US\$ 2 200 000; SunDanzer 440 000	Zimbabwe, Malawi, Mozambique, Rwanda, Tanzania	Farm technology
Improving Rural Financial Inclusion through Cooperatives	ICA: Uganda	GR-LG	10/12/2016	14/03/2017	31/03/2021	IFAD: US\$ 2 660 000; Recipient: US\$ 620 000	Ethiopia, Malawi and the United Republic of Tanzania	Rural finance
Inclusive Global Agrifood Supply Chains: Going 'Behind the Brands' from Commitments to Uptake and Impact	Oxfam America	GR-LG	03/08/2018	23/10/2018	31/10/2020	IFAD US\$ 500 000; co-funding 1 185 000	Brazil, Malawi, Guatemala, India, Ghana	Policy engagement
Strengthening Capacity of Local Actors on Nutrition Sensitive Agri-Food Value Chain in Zambia and Malawi	McGill University	GR-LG	30/12/2015	21/04/2016	31/12/2019	IFAD: US\$ 2 000 000	Malawi and Zambia	Nutrition
Up Scaling Interactive Information and communications technology to Increase Uptake of Agricultural Innovations in Tanzania	Farm Radio Int.	GR-LG	12/09/2015	19/10/2015	31/12/2018	IFAD: US\$ 1 500 000, Recipient: US\$ 561 564	Malawi, Ethiopia, Ghana, Mozambique, Senegal, Tanzania	Farm technology
Mainstreaming Land Policy and Governance in Comprehensive	UNECA	GR-SM	25/11/2014	03/09/2015	30/09/2018	IFAD: US\$ 325 000; Recipient US\$ 125 000	Malawi, Madagascar, Rwanda, Tanzania	NRM

Agriculture Development Plan
National Agricultural and Food
Security Investment Plans (Nafsi
Ps)

HER Farm Radio	Farm Radio Int.	GR-SM	12/12/2014	01/01/2015	31/03/2017	IFAD: US\$ 170 000	Ethiopia, Malawi, Tanzania, Uganda	Social Inclusion
Programme for Alleviating Poverty and Protecting Biodiversity Through Biotrade Esa (Phytotrade Africa)	Phytotrade Africa	GR-LG	05/05/2012	21/06/2012	30/06/2015	IFAD: US\$ 1 500 000; AFD EUR 1 000 000; FFEM EUR 900 000; Local contributions EUR 100 000	South Africa, Botswana, Malawi, Mozambique, Namibia, Swaziland, Zambia, Zimbabwe	Biodiversity
"Leading the Field" Initiative of the International Treaty on Plant Genetic Resources for Food and Agriculture	FAO	GR-LG	04/05/2011	16/11/2011	31/12/2014	IFAD: US\$ 1 500 000	Global (Ethiopia, Indonesia, Tunisia, Zambia, Malawi)	Biodiversitycons ervation
Strengthening Country Level Agricultural Advisory Services	AFAAS	GR-LG	28/09/2012	12/12/2012	31/12/2014	IFAD: US\$ 1 000 000 Co-financing: US\$ 2 022 609	Burkina Faso, Malawi, Mozambique, Sierra Leone and Uganda	Knowledge transfer/farm technology
Understanding the Adoption and Application of Conservation Agriculture in Southern Africa	CIMMYT	GR-LG	29/08/2011	27/10/2011	30/06/2014	IFAD: US\$ 750 000, co-financing other donors 227 000	Malawi, Zambia, Zimbabwe	Conservation
Development of an Innovative Baobab Mobile Unit Technology for Replication Across Southern Africa to Improve the Processing of Baobab Fruit Powder	Phytotrade Africa Trust	GR-SM	20/12/2011	22/12/2011	30/09/2013	IFAD: US\$ 70 000	Malawi, Botswana, Zimbabwe	Farm technology
Programme for Integrated Innovations for Improving Legume Productivity, Market Linkages and Risk Management in Eastern and Southern Africa	ICRISAT	GR-LG	12/09/2007	14/11/2007	31/12/2011	IFAD: US\$ 1 400 000	Ethiopia, Kenya, Tanzania, Malawi	Agronomy
Technical Support for Women Advancement and HIV/Aids Prevention in the Southern Districts of Nsanje, Thyolo and Chiradzulu in Malawi	Malawi MoF	CS-SM	09/10/2008	09/10/2008	30/06/2011	External funding: 209.450	Malawi	Gender and social inclusion

Source: IFAD - Oracle Business Intelligence.

Table 3.
Achievements of country programme targets (2010 – 2020)

COSOP objectives	Pathway	Programme/Project	Narrative summary	Key performance indicators*	Cumulative results*	Achievement
SO1: Smallholder households become resilient to shocks and enhance food and nutrition security	Environmentally and economically sustainable agricultural production systems	SAPP <i>*Key performance indicators: President's report and MTR;</i> <i>Cumulative results and achievement: 2020 Supervision Mission Report and SAPP Midline Impact Assessment</i>	Increase production from improved practices	<ul style="list-style-type: none"> • 50% of targeted farmers reporting an average yield increase 	<ul style="list-style-type: none"> • 71% (52% women-headed) 	Partially achieved. Improved productivity for maize, soya beans, pigeon peas, and especially beans, widespread farmer adoption of GAPs; but variable adoption of GAPs due to rainfall and temperature shocks.
			Appropriate agricultural technologies/GAPs developed	<ul style="list-style-type: none"> • At least 20 GAP technologies adapted and released by DAR disaggregated by commodity and area of focus (cover production, storage practices minimizing losses); • 50% of farmers reporting adoption of at least one of the new technologies developed/released by DAR; • 50% of farmers participating in the evaluation of GAPs in on-farm trials are women and at least 70% of them indicate that GAPs respond to their concerns. 	<ul style="list-style-type: none"> • 6 GAP technologies adapted; • 61% of farmers had planted beans, 60% soya beans and cowpeas and 51% pigeon peas in the 2018/19 cropping season which exceeds the target of 50%; • 40% of SAPP beneficiaries indicated that they participated in on-farm trials against a programme target of 60% 	
			Widespread farmer adoption of crops and livestock GAPs	<ul style="list-style-type: none"> • At least 80,000 smallholders adopting GAPs in the Programme area; • 40% of households continue to apply GAPs after Programme support is ended; • At least 50% of target group households receiving extension services on GAPs; • 10,000 lead farmers trained and improved knowledge and skills in GAPs (50% women). 	<ul style="list-style-type: none"> • 11,870 lead farmers have been trained; • The AOS of 2018/19 cropping season found that 33% of SAPP farmers received extension support from extension agents and 12% from lead farmers. 	
			Nutrition support	<ul style="list-style-type: none"> • 25,000 households provided with targeted support to improve their nutrition (60% women) 	<ul style="list-style-type: none"> • 26,371 households provided with targeted support to improve their nutrition (60% women) 	
	Climate-resilient land and water management systems	PRIDE <i>*Key performance indicators were revised by MTR</i> <i>Cumulative results: 2019/2020 Annual report</i>	Long-term tenure security of newly irrigated land (Irrigation Development and catchment management)	<ul style="list-style-type: none"> • A number of 9 WUAs managing infrastructure formed or strengthened; • A number of 9 Irrigation schemes with completed land use agreements and water rights certificate; • 3115 ha farmland under water-related infrastructure constructed/rehabilitated with land consolidation and tenure arrangements being completed 	<ul style="list-style-type: none"> • 12 land-use agreements have been signed out • 0 Irrigation scheme has been constructed • 0 WUA has registered as independent legal entities 	Off track. Due to several delays, none of the planned irrigation schemes has been constructed as of July 2021; WUAs have not been registered as legal.
			Mainstreaming Nutrition	<ul style="list-style-type: none"> • Integrated Household Farms established to enhance household nutrition to reach 8190 households; • 13650 households provided with targeted support to improve their nutrition; • 19500 households trained in practices to improve their nutrition. 	<ul style="list-style-type: none"> • 1866 households have been supported with nutrition activities and improved nutritional intake; • Activities under this component were restricted to the irrigation schemes/sites with feasibility studies 	On track. The share of women has exceeded the target; the identification and promotion of GAPs are on track.
			Promote Good Agricultural Practices (GAPs)	<ul style="list-style-type: none"> • 30 GAPs identified and promoted under PRIDE • 19500 households trained in production practices and/or technologies (30% women) • 19500 households provided with climate information services (30% women) 	<ul style="list-style-type: none"> • 16 GAPs identified and promoted • 687 households trained in production practices and/or technologies (48% women) • 1080 households provided with climate information services (52% women) 	
			Increase agricultural productivity of poor rural households	<ul style="list-style-type: none"> • The IRLADP achieved yield increases of 112.5% of the target for irrigated maize and 230 % of the target for irrigated rice • However, government's official production estimates does not show sustainable increases in agricultural productivity over time or across districts in Malawi. 		Partially achieved. The achieved yield increase does not show to be sustainable.

			Strengthen institutional capacity for long-term irrigation development	<ul style="list-style-type: none"> The IRLADP's success in providing infrastructure and the legal framework for irrigation development was substantial, especially the contribution to strengthening WUAs for the successful and sustainable operation of irrigation schemes. The IRLADP laid the foundation for the registration of WUAs to the Trustees Incorporation Act and the legal framework to manage water resources and to penalize non-members in case of violation. The IRLADP led to the creation of 91 WUAs, but only 15 % of them are formally registered as independent legal entities because of the complex and tedious registration process, undermining their legal and institutional effectiveness. 	Mostly achieved. The contribution to strengthening WUAs for the successful and sustainable operation of irrigation schemes shows to be substantial.	
SO2: Smallholder households access remunerative markets and services	Smallholder farmers in rural areas accessing financial services	FARMSE <i>*Key performance indicators: President's report; Design report</i> <i>Cumulative results: Quarterly reports from IPs; Updated LogFrame as of June 2020</i>	Improve the capacity of ultra-poor households to graduate from poverty, food security and secure livelihood opportunities	<ul style="list-style-type: none"> 15,000 persons reached with graduation activities (30% women) 15,000 persons in rural areas trained in financial literacy and/or use of financial products and services (30% women) 	<ul style="list-style-type: none"> 20,539 persons reached with graduation activities (75% women) 20,539 persons in rural areas trained in financial literacy and/or use of financial products and services (75% women) 	On track. The target has been achieved with share of women exceeding the target.
			Improved access to structured and sustainable CBFO financial services	<ul style="list-style-type: none"> 16,143 of existing CBFOs restructured 5,000 new CBFOs formed 380,574 retained CBFO members (30% women) 90,000 increment rural CBFO members (30% women) 13,000 of CBFO groups linked to formal financial institutions 	<ul style="list-style-type: none"> 7,106 existing CBFOs restructured 2,908 new CBFOs formed 158,208 retained CBFO members (78% women) 66,109 increment rural CBFO members (78% women) 157 CBFO groups linked to formal financial institutions 	Partially on track. CBFOs have been reconstructed and formed on track; good share of women; however, only 1% CBFOs linked to FFIs
			Enhanced capacity of FSPs	<ul style="list-style-type: none"> 37,200 incremental rural clients accessing formal financial services or products by partner FSPs (30% women) 	<ul style="list-style-type: none"> 132,717 incremental rural clients accessing formal financial services or products by partner FSPs (41% women) 	On track. The access of rural clients to formal financial services or products has been significantly increased
			Multi-ministerial coordination and capacity; Institutions, policies and regulations.	<ul style="list-style-type: none"> 1 functioning graduation multi-stakeholder platforms supported 2 existing/new laws, regulations, policies or strategies 10 rural finance support organizations with improved rural inclusive finance good practice knowledge 	<ul style="list-style-type: none"> 1 functioning graduation multi-stakeholder platforms supported 	
		RLSP <i>*Evidence from PPE Report No. 4389-MW</i>	Improve individual and community organizational capacities and capabilities to access resources	<ul style="list-style-type: none"> 478 Village Development Committees (VDC) members have been trained in project and financial management 4,672 beneficiaries were trained in credit, savings and business management 132 small businesses accessing rural finance 1,750 borrowers availed of loan funds from the Opportunity Bank of Malawi However, there is no evidence that the beneficiaries continued receiving loans from Opportunity Bank after the closure of RLSP. 	Partially achieved. The achieved increased access to finance resources does not show to be sustainable.	
	Smallholder producers increased access to market	TRADE <i>*Key performance indicators: President's report</i>	Smallholder producers increased access to mkt	<ul style="list-style-type: none"> 100,000 small holder producers with improved access to markets (55% women, 50% youth) 		Off track. Activities have not yet started due to several delays.
			Smallholder producers' increased productivity and product quality	<ul style="list-style-type: none"> 62,300 households reporting an increase in production 		
			Smallholder producers' adoption of climate smart agriculture enhanced	<ul style="list-style-type: none"> 70% target households reporting adoption of environmentally sustainable and climate-resilient technologies and practices 		
			Enabling environment improved for commercialisation of smallholder agriculture	<ul style="list-style-type: none"> 75% of smallholders producers reporting improved agri-business environment 4 functioning multi-stakeholder commodity platforms supported 68 storage facilities constructed/rehabilitated 1,000 km roads constructed, rehabilitated or upgraded 		
	RLEEP <i>*Evidence from PPE Report No. 5403-MW</i>	Strengthen commodity value chains	<ul style="list-style-type: none"> 20 key constraints in value chain action plans substantially resolved 75% enterprises handling priority commodities still operational after 3 years 75% of enterprises reporting profitable operations after 3 years Strong likelihood of sustainability of enterprises (RIMS) 75% proportion of all processing facilities still operational after 3 years 	<ul style="list-style-type: none"> 17 constraints substantially resolved 78.5% enterprises still operational after 3 years 78% of enterprises reporting profitable operations after 3 years Strong likelihood of sustainability of enterprises (RIMS) 75% proportion of all processing facilities still operational after 3 years 	Mostly achieved. Enterprises reporting operational and profitable.	

			Enhance regulatory & institutional environment	<ul style="list-style-type: none"> Effectiveness: improved performance of service providers (RIMS) rated satisfactory 75% of proposed changes to the regulatory/legislative framework enacted 75% of beneficiaries who report improvement in the rules, regulations and administrative systems they have to deal with Effectiveness: promotion of pro-poor policies and institutions (RIMS) rated satisfactory 	<ul style="list-style-type: none"> Highly satisfactory 55% achieved 22% achieved Unsatisfactory 	<p>Partially achieved. Regulatory and institutional environment still unsatisfactory.</p>
			Improve VC linkages for smallholder farmers	<ul style="list-style-type: none"> 50% increase in volume of produce sold by farmer groups (all produce) 50% increase in sales prices (nominal) of priority commodities sold by farmer groups 75% proportion of new farmer groups still operational after 3 years 	<ul style="list-style-type: none"> 12% increase in volume of produce sold by farmer groups (all produce) 15% increase in sales prices (nominal) of priority commodities sold by farmer groups achieved 85% achieved 	<p>Partially achieved. Increase in volume of produce sold by farmers and increase in sales prices unsatisfactory.</p>

* Figures marked in red cannot be verified by CSPE.

Supporting tables and graphs for CSPE assessment

Table 4.
COSOP projects coverage by district (2010-2020)

Region	District	Cumulative number of COSOP programmes	COSOP programmes (2010-2020)*	2020 MPI	Food insecurity
Central Region	Salima	3	IRLADP, FARMSE, TRADE	0.331	0.637
Southern Region	Machinga	3	PRIDE, FARMSE, TRADE	0.329	0.777
Central Region	Dedza	4	IRLADP, RLEEP, FARMSE, TRADE	0.325	0.718
Southern Region	Mangochi	2	FARMSE, TRADE	0.322	0.728
Southern Region	Chikwawa	3	IRLADP, FARMSE, TRADE	0.315	0.776
Southern Region	Phalombe	4	IRLADP, PRIDE, FARMSE, TRADE	0.313	0.756
Southern Region	Neno	2	FARMSE, TRADE	0.304	0.664
Central Region	Mchinji	3	RLEEP, FARMSE, TRADE	0.301	0.728
Southern Region	Nsanje	3	RLSP, FARMSE, TRADE	0.290	0.710
Central Region	Ntchisi	3	RLEEP, FARMSE, TRADE	0.285	0.630
Central Region	Dowa	2	FARMSE, TRADE	0.278	0.635
Southern Region	Mulanje	2	FARMSE, TRADE	0.272	0.617
Southern Region	Mwanza	2	FARMSE, TRADE	0.256	0.750
Southern Region	Thyolo	4	RLSP, RLEEP, FARMSE, TRADE	0.252	0.680
Central Region	Kasungu	3	RLEEP, FARMSE, TRADE	0.252	0.661
Southern Region	Balaka	3	SAPP, FARMSE, TRADE	0.250	0.715
Southern Region	Zomba	4	IRLADP, PRIDE, FARMSE, TRADE	0.249	0.482
Northern Region	Nkhatabay	5	RLEEP, IRLADP, PRIDE, FARMSE, TRADE	0.230	0.487
Central Region	Ntcheu	2	FARMSE, TRADE	0.226	0.670
Central Region	Nkhotakota	3	SAPP, FARMSE, TRADE	0.221	0.539
Southern Region	Chiradzulu	5	RLSP, SAPP, PRIDE, FARMSE, TRADE	0.218	0.699
Central Region	Lilongwe	5	IRLADP, RLEEP, SAPP, FARMSE, TRADE	0.217	0.659
Northern Region	Karonga	4	RLEEP, PRIDE, FARMSE, TRADE	0.189	0.473
Northern Region	Rumphi	4	IRLADP, PRIDE, FARMSE, TRADE	0.175	0.375
Northern Region	Mzimba	2	FARMSE, TRADE	0.172	0.577
Southern Region	Blantyre	5	IRLAP, RLEEP, SAPP, FARMSE, TRADE	0.168	0.441
Northern Region	Chitipa	6	IRLAP, RLEEP, SAPP, PRIDE, FARMSE, TRADE	0.142	0.304
Northern Region	Likoma	2	FARMSE, TRADE	0.121	0.459

* Ongoing projects: SAPP, FARMSE (nationwide), PRIDE; Closed projects: RLSP, RLEEP, IRLADP; Upcoming project: TRADE (nationwide)

Sources: 2020 MPI; IHS5 ; Project documents.

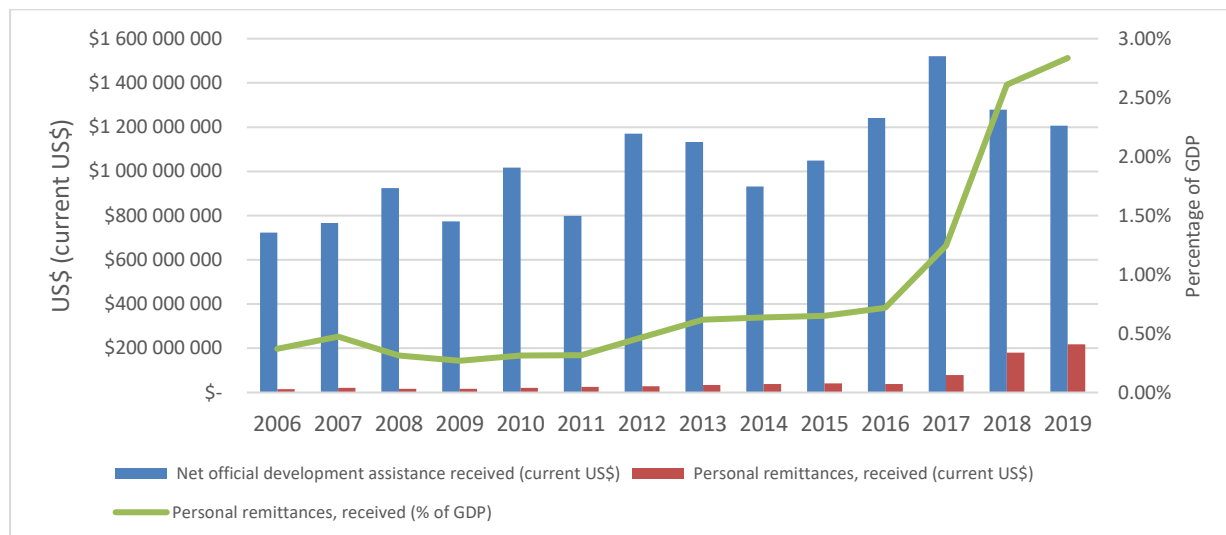
Table 5.
Relevance of project activities to smallholder farmers needs

<i>Issues faced by smallholder farmers</i>	<i>Examples of activities</i>	<i>Projects</i>
High vulnerability to weather-related shocks and resulting food insecurity	Conservation Agriculture (CA); Climate-smart GAPs; Contingency financing for disaster risk response	IRLADP, SAPP, PRIDE
Insecure ownership, land degradation, declining soil fertility and erratic rainfalls	Small-scale irrigation schemes, reservoirs, rainwater harvesting and catchment conservation; Land and water governance; irrigation system development; soil and water conservation; Secure land allocations for irrigated land by WUAs	RLSP, IRLADP, PRIDE
Maize-based subsistence farming system, food insecurity	Agriculture and livestock production; productivity enhancement, soil fertility enhancement; Adaptive research; on-farm trials; promotion of GAPs; Nutrition mainstreaming, homestead food production; improved cooking stoves	RLSP, RLEEP, SAPP, PRIDE
Lack of access to basic infrastructure and finance	Off-farm IGAs; community infrastructure development; VC infrastructure; Ultra-poor graduation (seed capital, financial literacy training) CBFOs support with training and linkages to formal financial institutions and market; support FSPs to expand services in rural areas	RLSP, RLEEP, PRIDE, FARMSE
Lack of access to inputs and markets	Farmer-based organizations (FBOs) procurement support; Inputs for Assets (IFA) Programme; marketing and post-harvest assets support; VC mapping, capacity-building; formation of VC networks; Seed certification and maintenance; seed multiplication and distribution; engagement with agro-dealers; Support business plans of producer organizations; commodity platforms; market information and market intelligence.	IRLADP, RLEEP, SAPP, PRIDE, TRADE
Weak Institutional capacities	Capacity-building for district and NGO personnel, farmer groups; publicity and awareness campaigns; technical and business training for input suppliers, traders and processors Support Poverty Graduation Policy and Systems; development and/or review of broader and inclusive Rural Finance Policies/Strategy. Support community planning and implementation.	RLSP, RLEEP, IRLADP, FARMSE, TRADE
Gender inequality	Use of Household approach Gender Action Learning System (GALS) tools training and implementation.	SAPP, PRIDE, FARMSE, TRADE

Sources: Project documents.

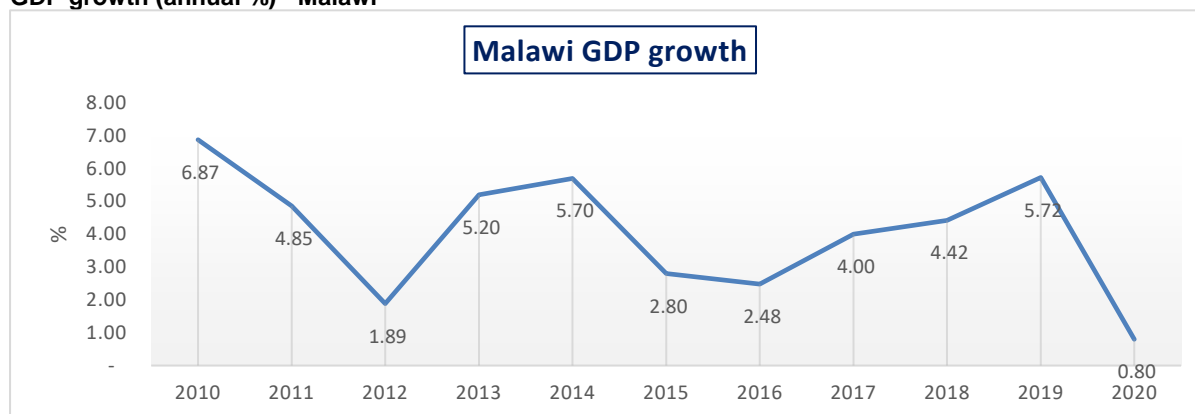
Country context and IFAD’s strategy and operations for the CSPE period

Figure 1.
Bilateral ODA commitments and remittances to Malawi in absolute terms (current US\$) and proportional to GDP, between 2006 and 2019



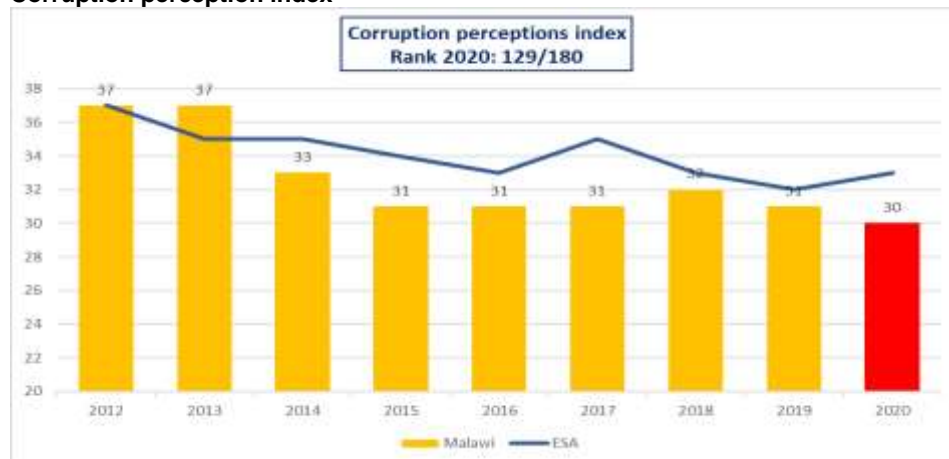
Source: World Bank, World Development Indicators Database. 2021.

Figure 2.
GDP growth (annual %) - Malawi



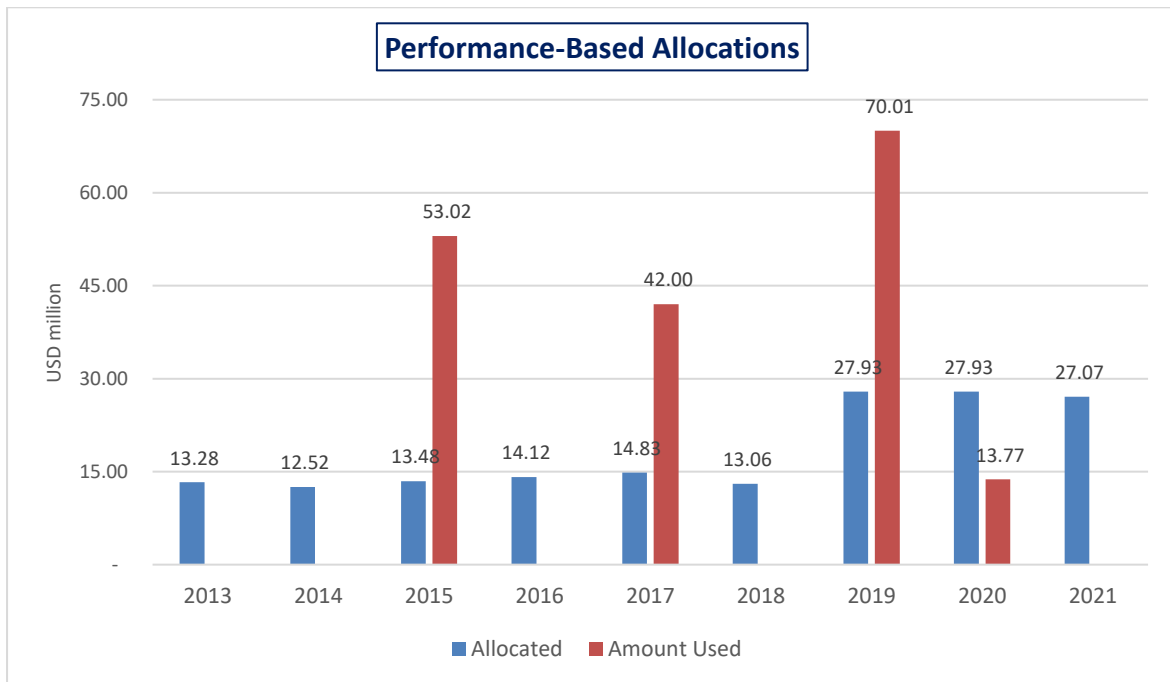
Source: World Bank data.

Figure 3.
Corruption perception index



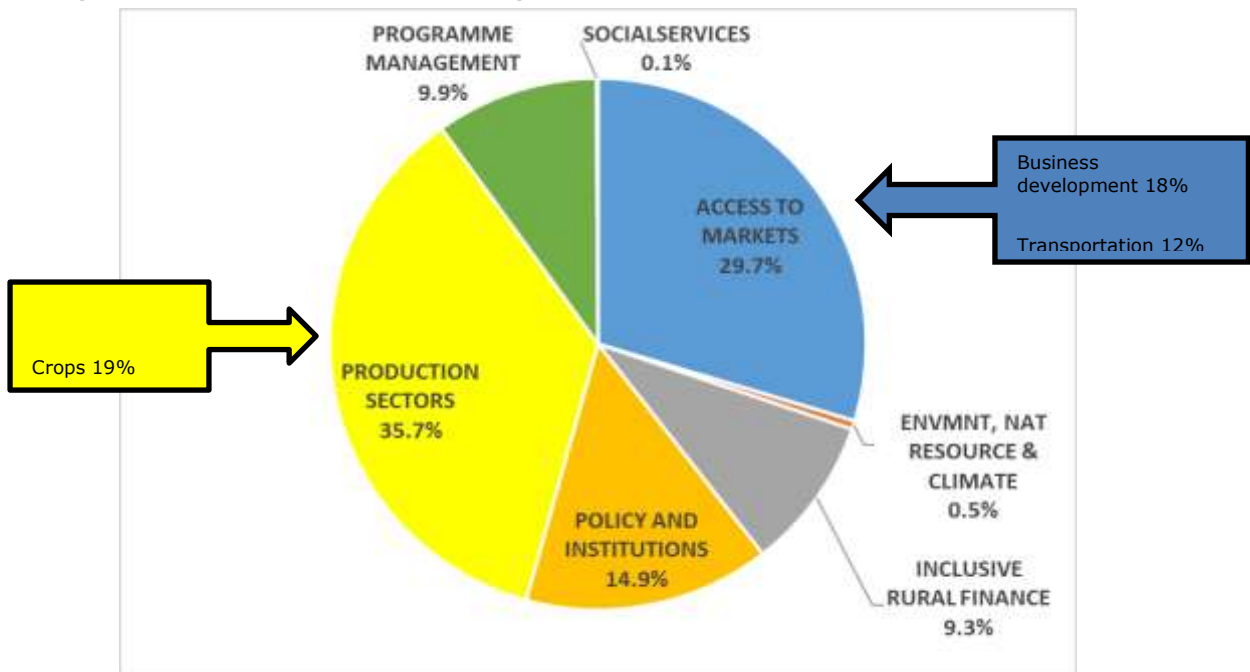
Sources: Transparency International Corruption Perceptions Index 2020: Annual FMD Analysis. February 2020.

Figure 4.
PBAS annual allocations over review period



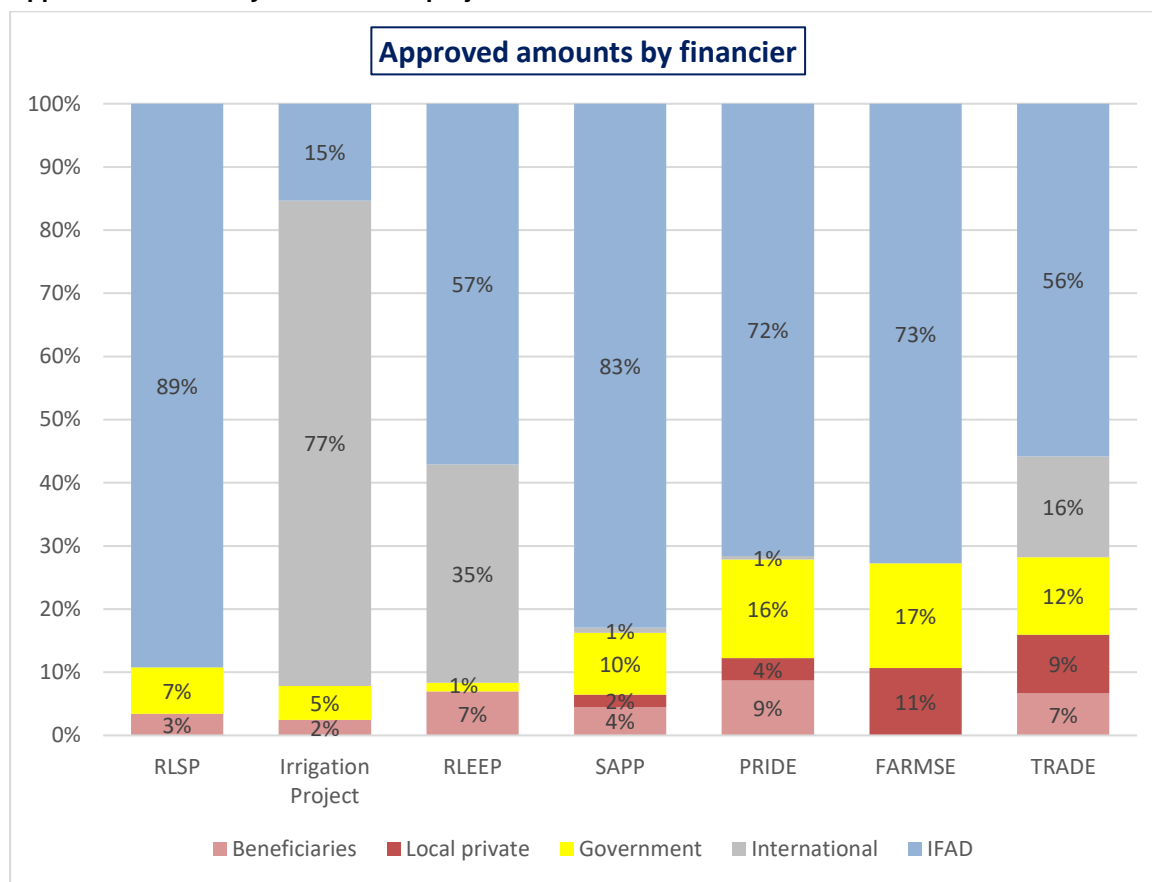
Source: IFAD Oracle Business Intelligence reports.

Figure 5.
Lending portfolio structure – investment categories (2010-2020)



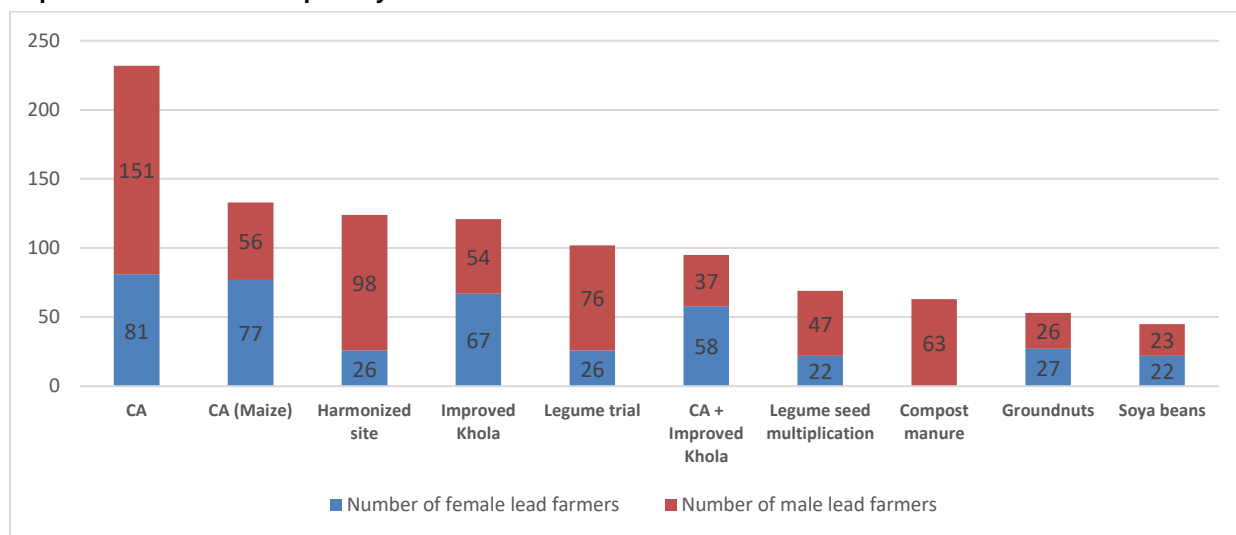
Source: IFAD Oracle Business Intelligence reports.

Figure 6.
Approved amounts by financier and projects



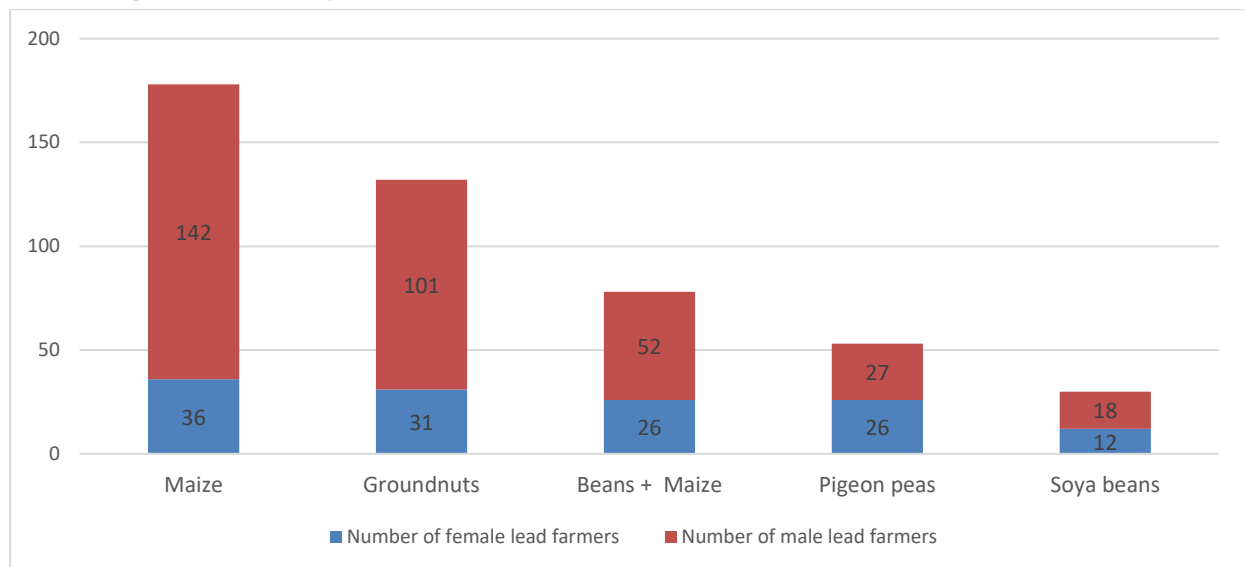
Source: IFAD Oracle Business Intelligence reports.

Figure 7.
Top ten interventions adopted by SAPP lead farmers



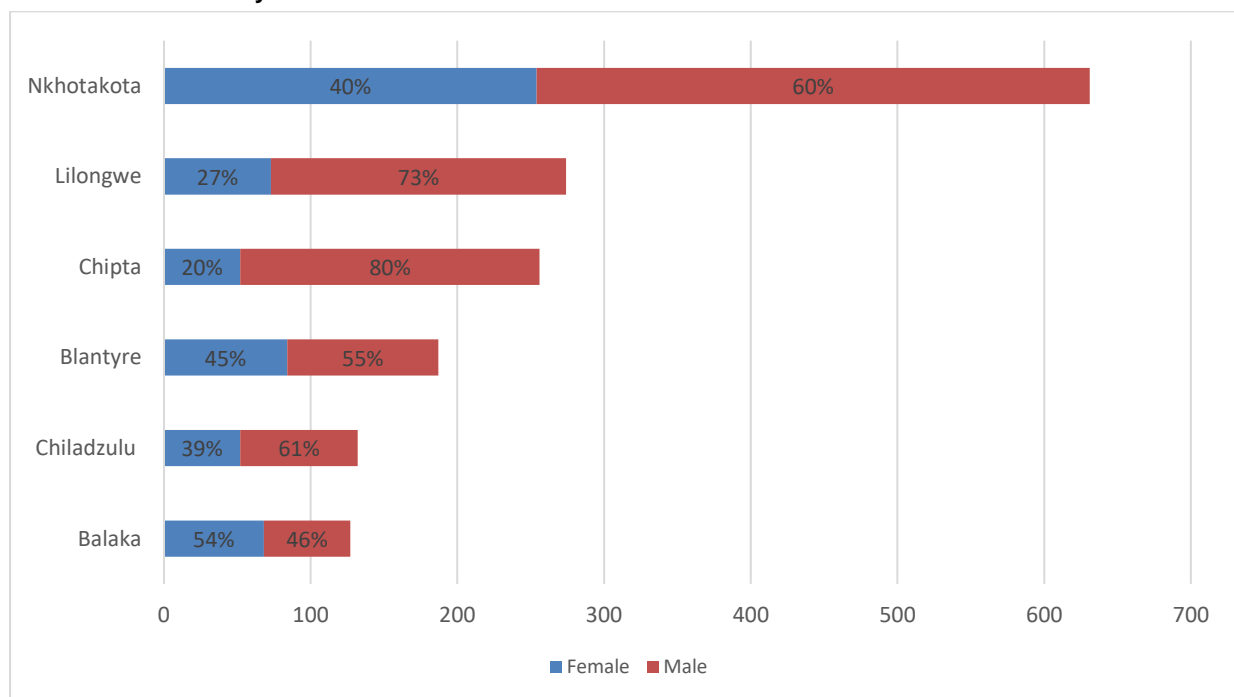
Source: Georeferenced data provided by PMU.

Figure 8.
Top five legumes adopted by SAPP lead farmers



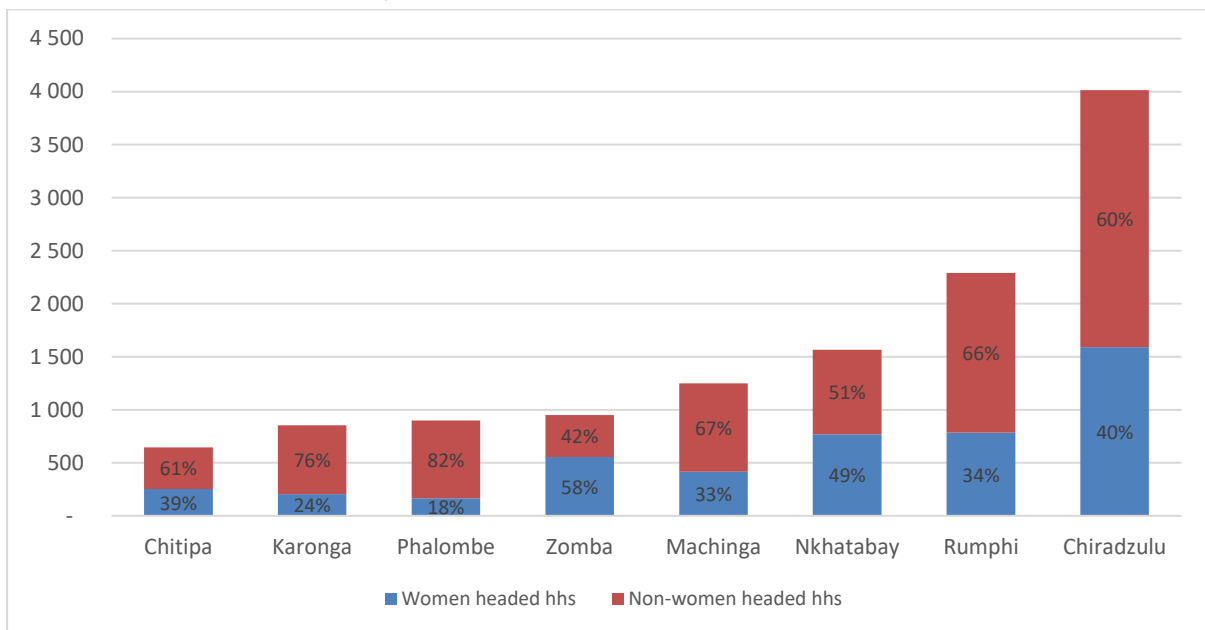
Source: Georeferenced data provided by PMU.

Figure 9.
SAPP Lead farmers by district



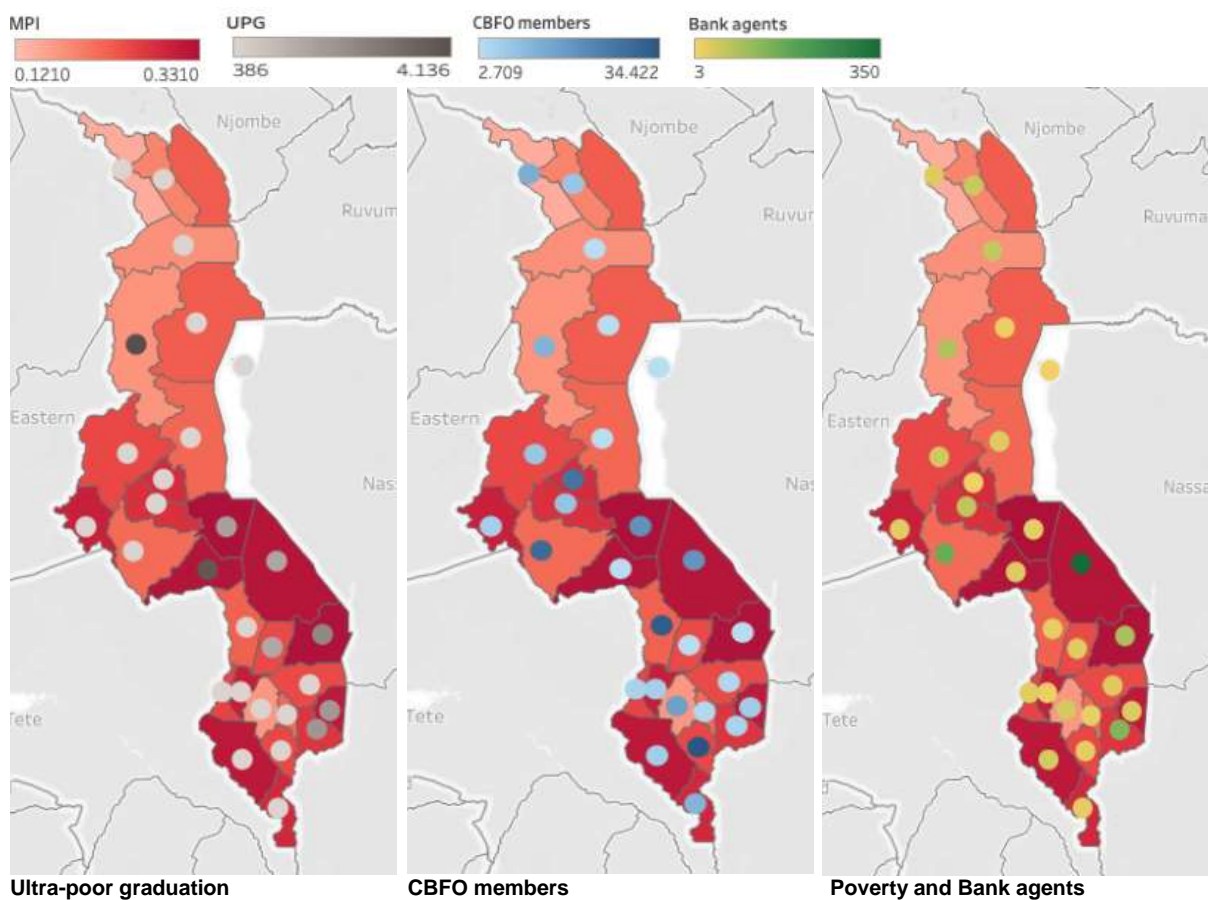
Source: Georeferenced data provided by PMU.

Figure 10.
PRIDE household beneficiaries by district



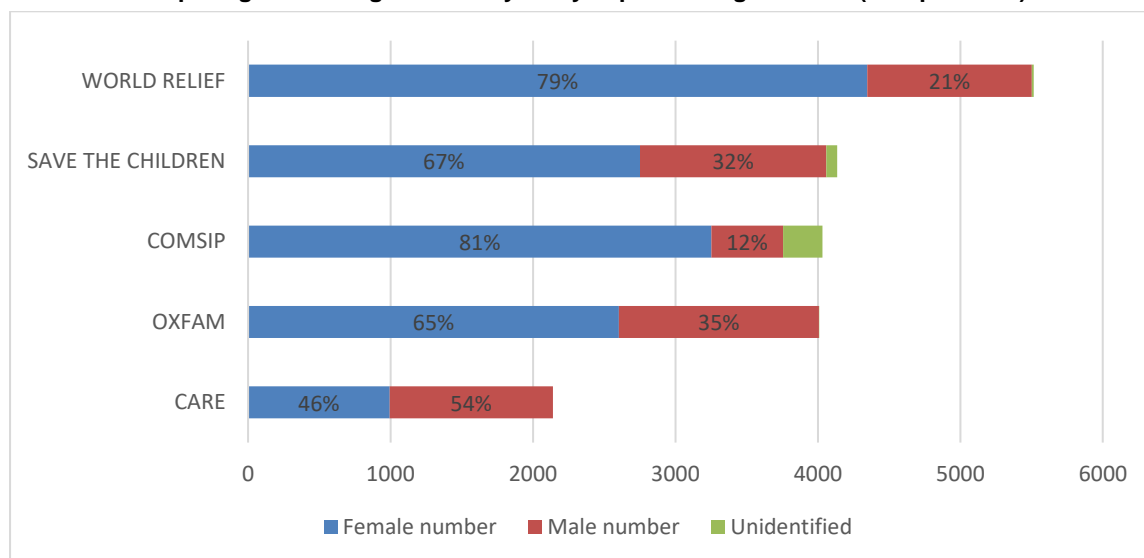
Source: PRIDE annual report 2019/2020.

Figure 11.
FARMSE nationwide distribution



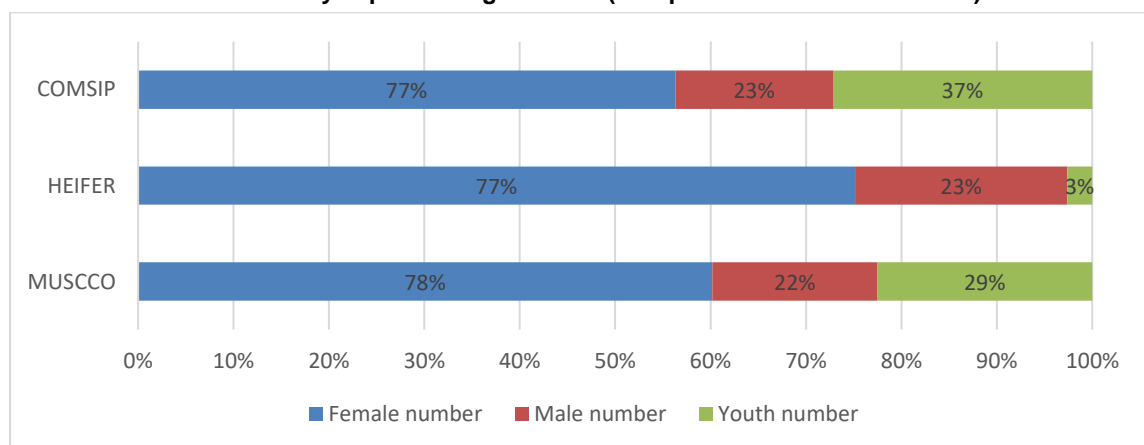
Source: Ultra-poor graduation list; implementing partners' quarterly reports; FARMSE Annual Progress Report; 2020 MPI.

Figure 12.
FARMSE ultra-poor graduation gender analysis by Implementing Partners (Component 1)



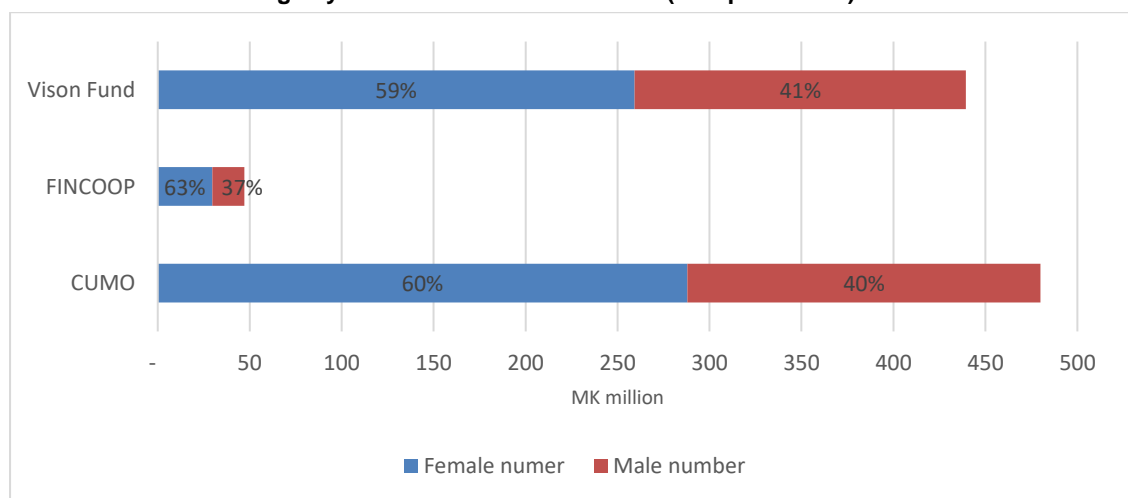
Source: Ultra-poor graduation list provided by PMU.

Figure 13.
FARMSE CBFO members by Implementing Partners (Component 2.1 as of June 2020)



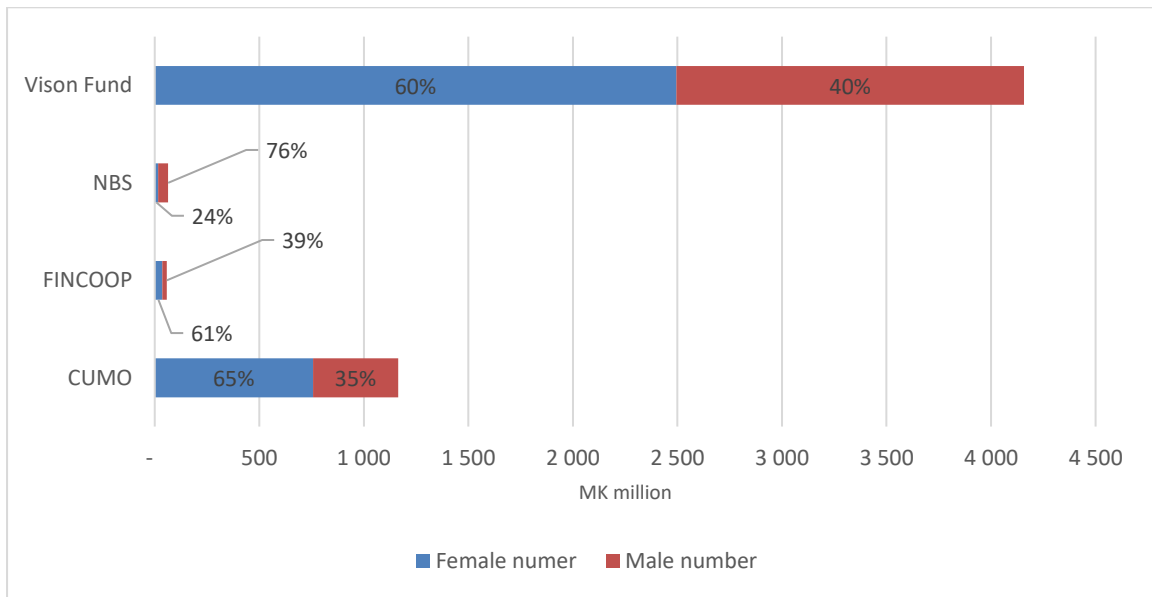
Source: Implementing partners' quarterly reports provided by PMU.

Figure 14.
FARMSE value of savings by Financial Service Providers (Component 2.2)



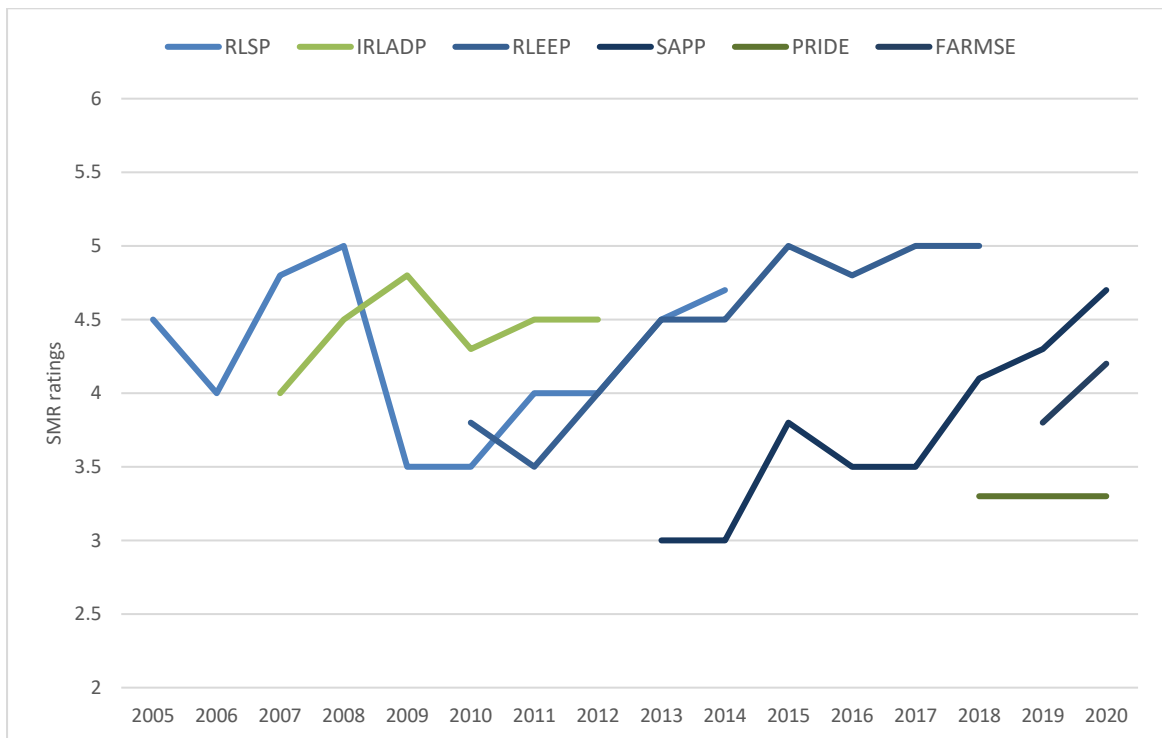
Source: FARMSE Annual Progress Report 2020-2021.

Figure 15.
FARMSE value of loans by Financial Service Providers (Component 2.2)



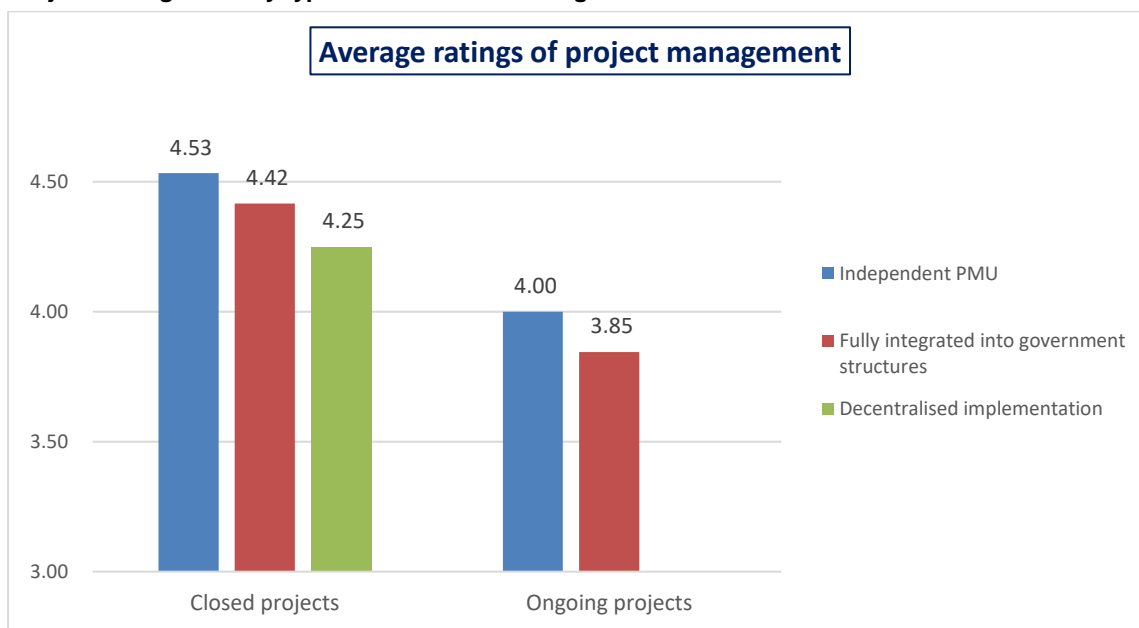
Source: FARMSE Annual Progress Report 2020-2021.

Figure 16.
Project management performance over time



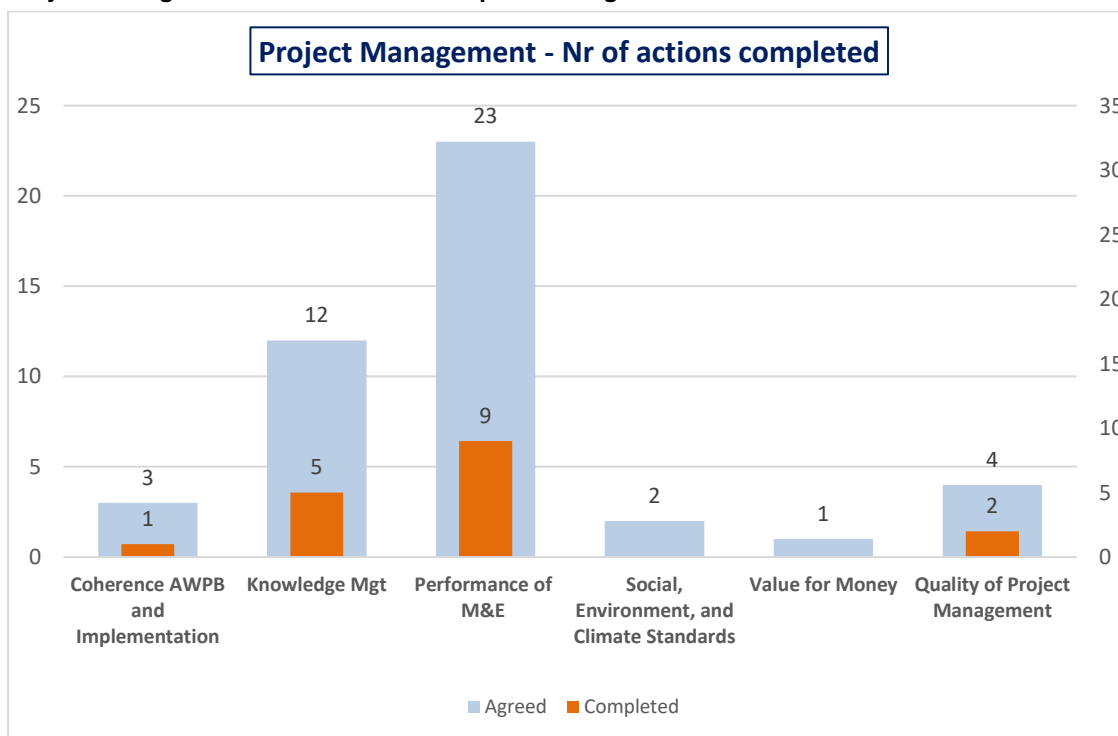
Source: CSPE analysis of supervision ratings from ORMS.

Figure 17.
Project management by type of institutional arrangements



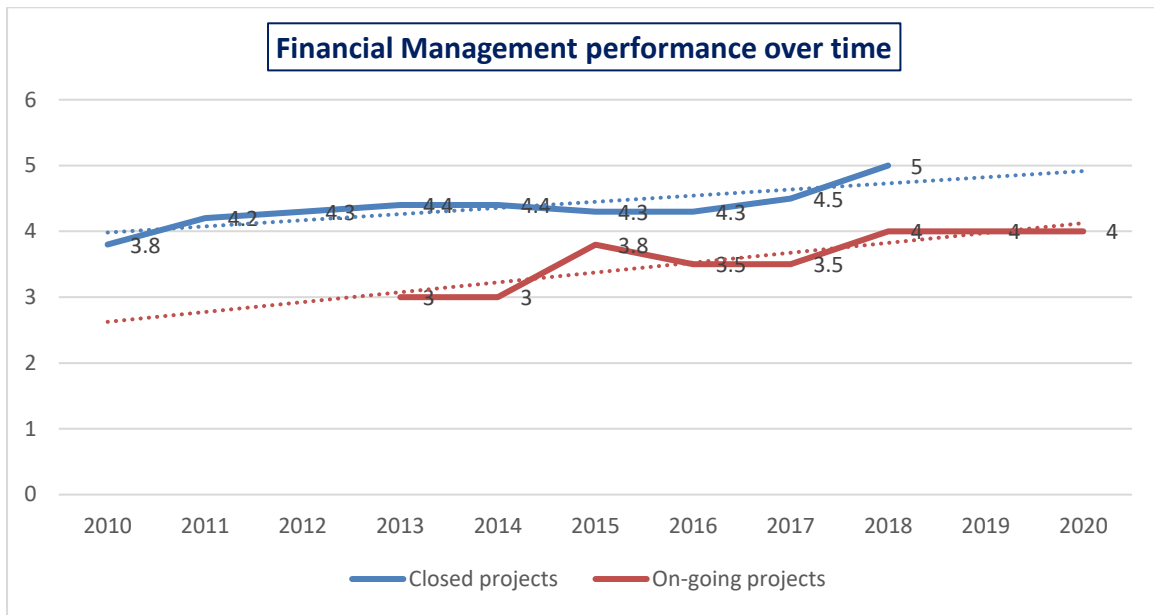
Source: CSPE analysis of supervision ratings from ORMS

Figure 18.
Project management action tracker - completed vs agreed



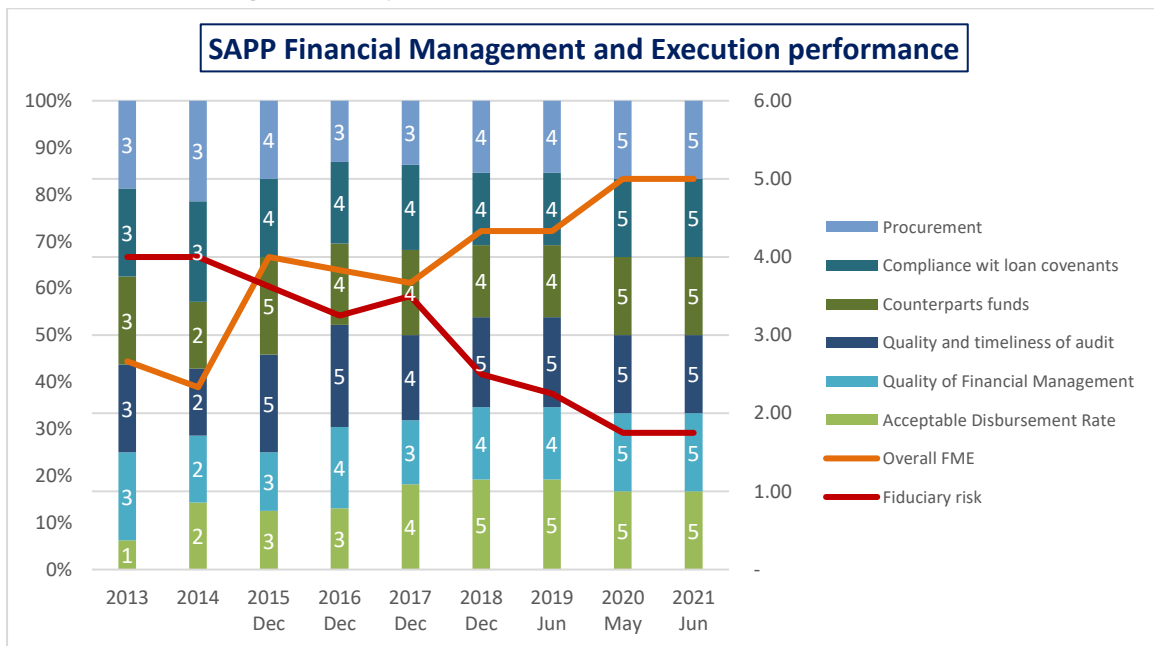
Source: CSPE analysis of supervision ratings from ORMS.

Figure 19.
Financial Management performance over time



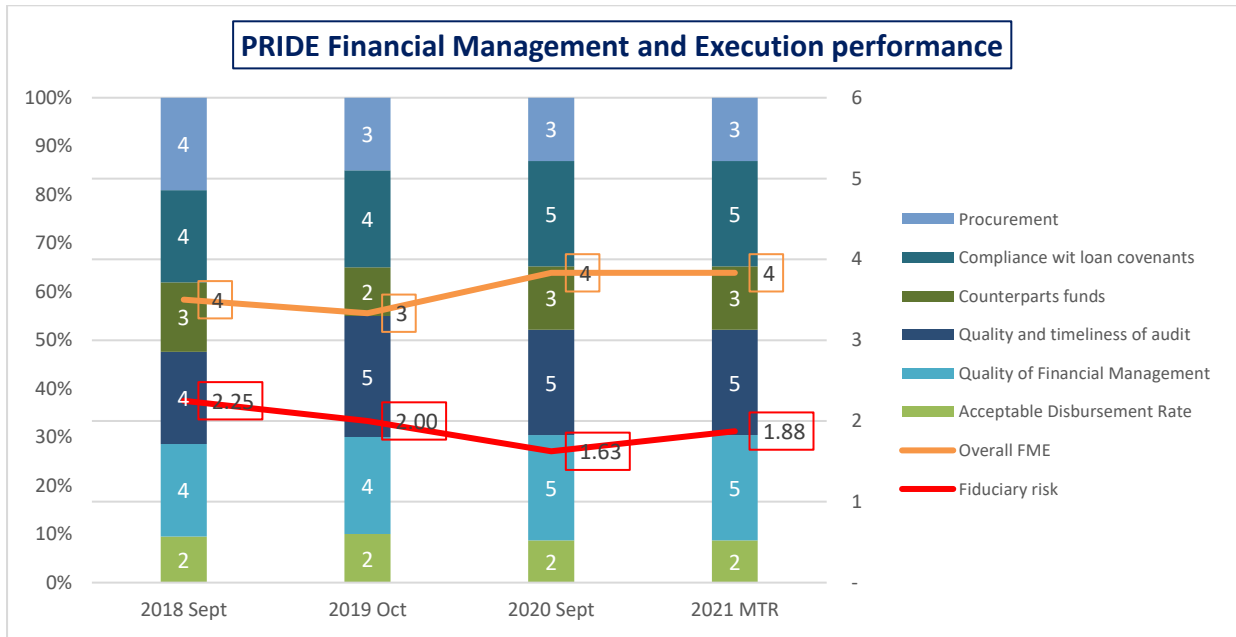
Source: CSPE analysis of supervision ratings from ORMS.

Figure 20.
SAPP financial management analysis



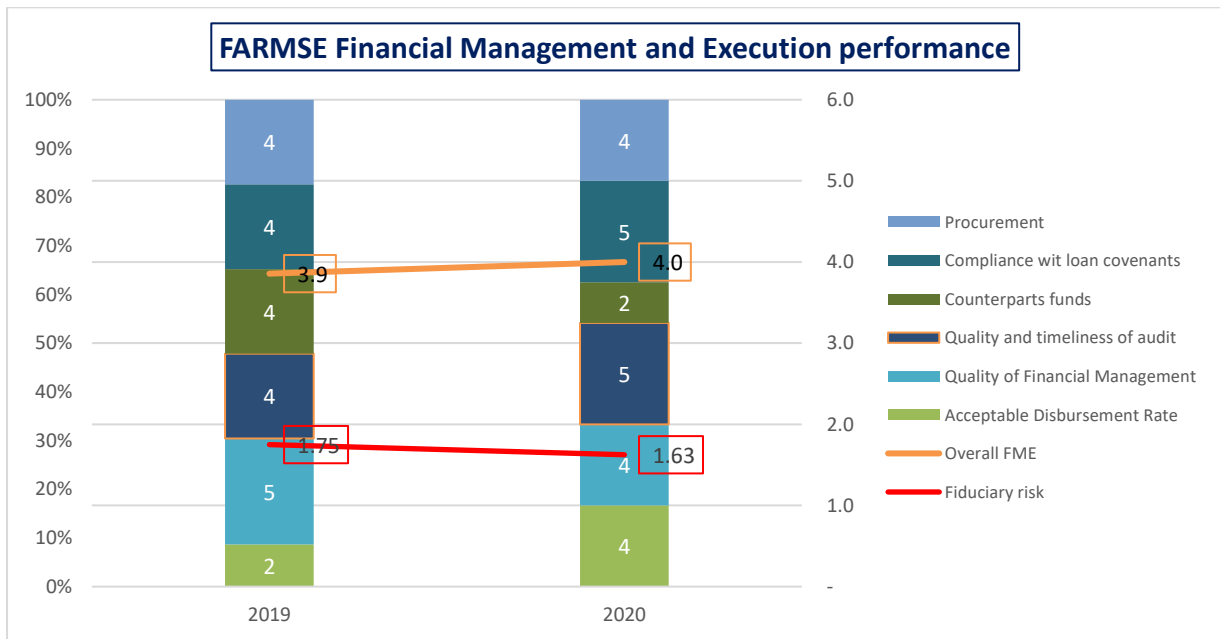
Source: CSPE analysis of supervision ratings from ORMS.

Figure 21.
PRIDE financial management analysis



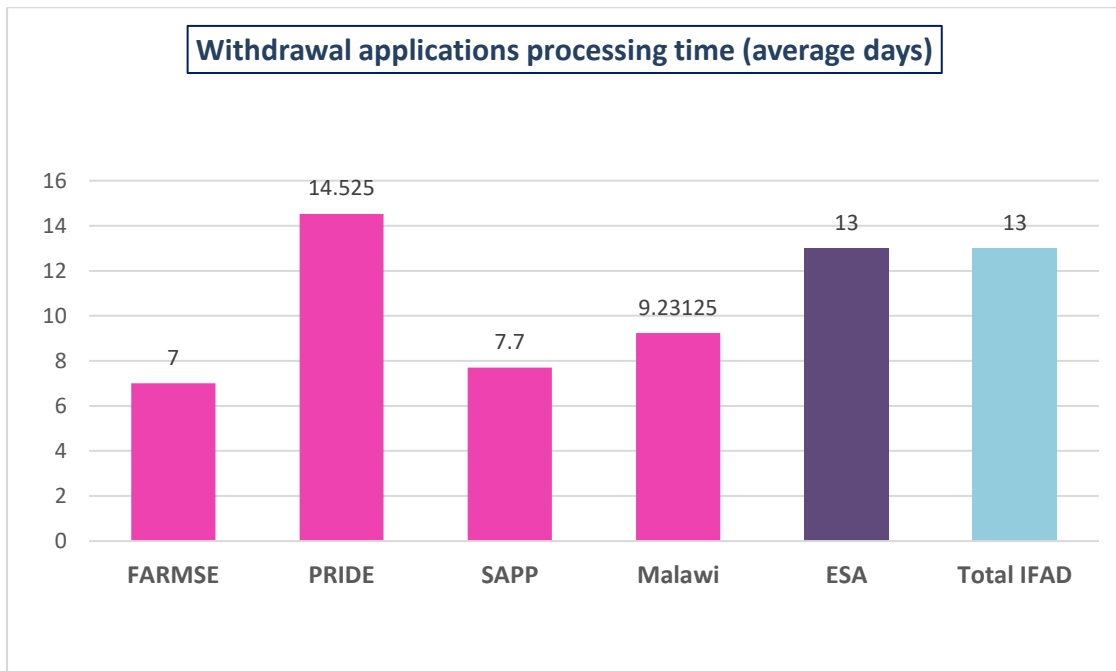
Source: CSPE analysis of supervision ratings from ORMS.

Figure 22.
FARMSE financial management analysis



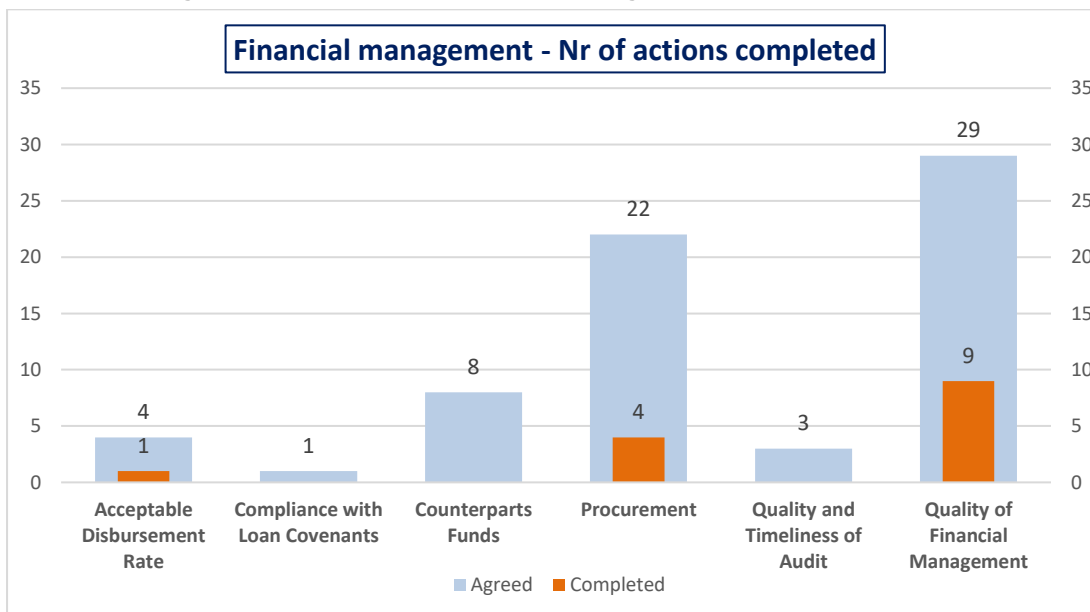
Source: CSPE analysis of supervision ratings from ORMS.

Figure 23.
IFAD withdrawal applications processing time



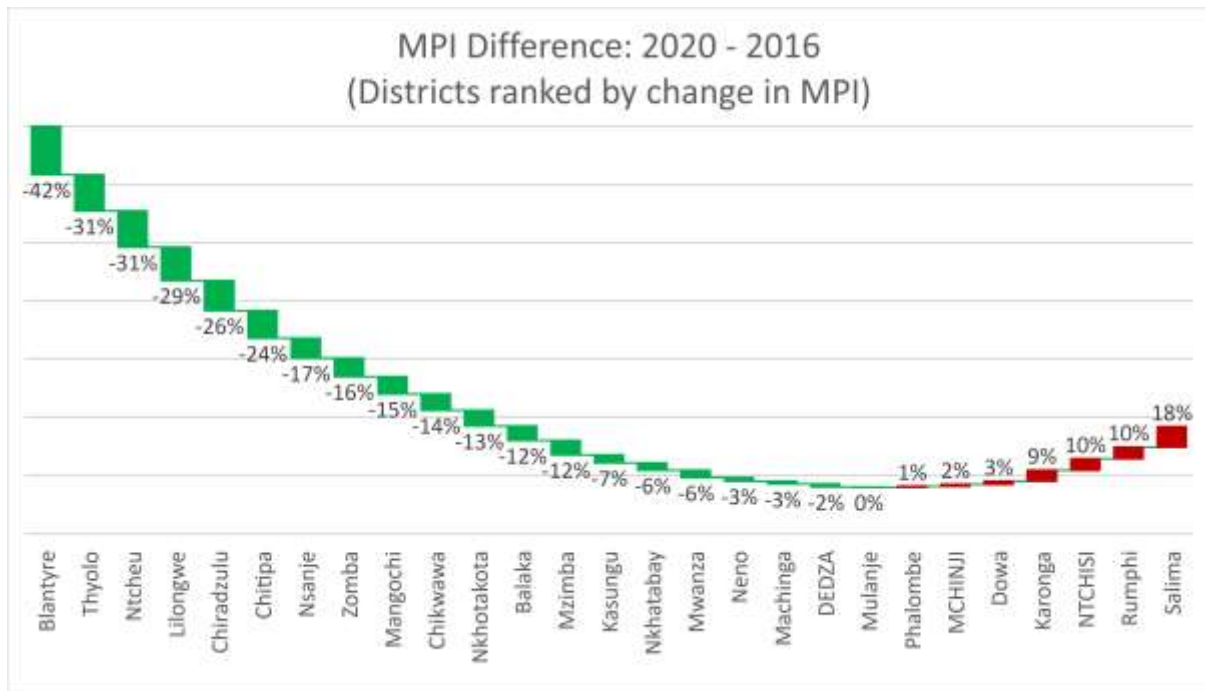
Source: IFAD Oracle Business Intelligence reports.

Figure 24.
Financial management action tracker - completed vs agreed



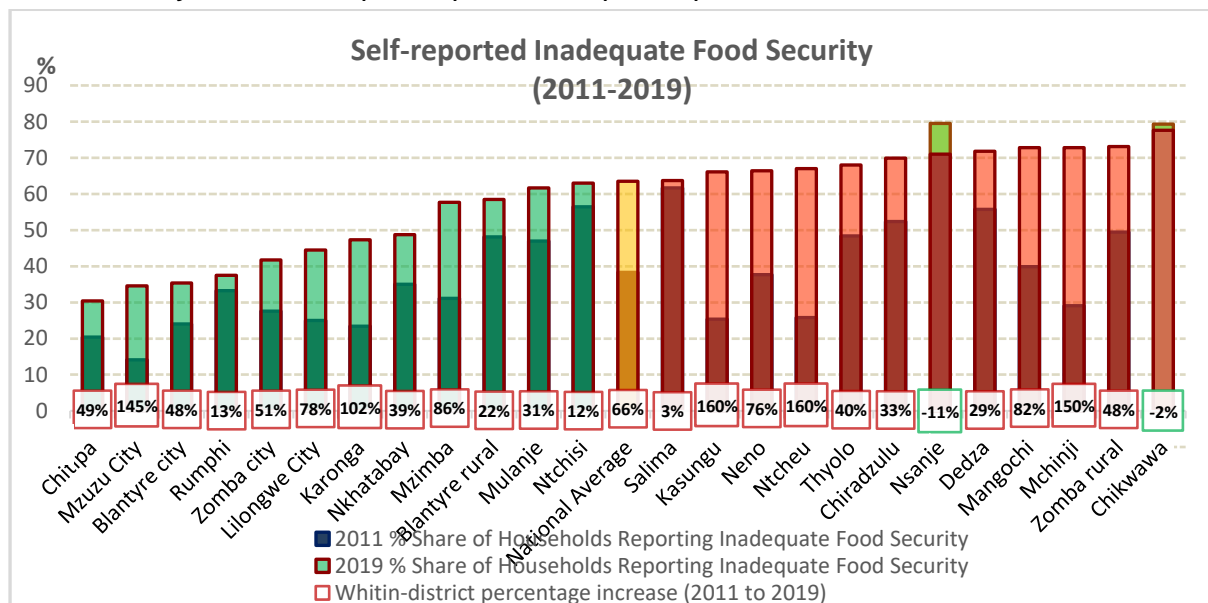
Source: CSPE analysis of supervision ratings from ORMS.

Figure 25.
Multi-dimensional Poverty Index from 2016 to 2020



Source: 2020 MPI

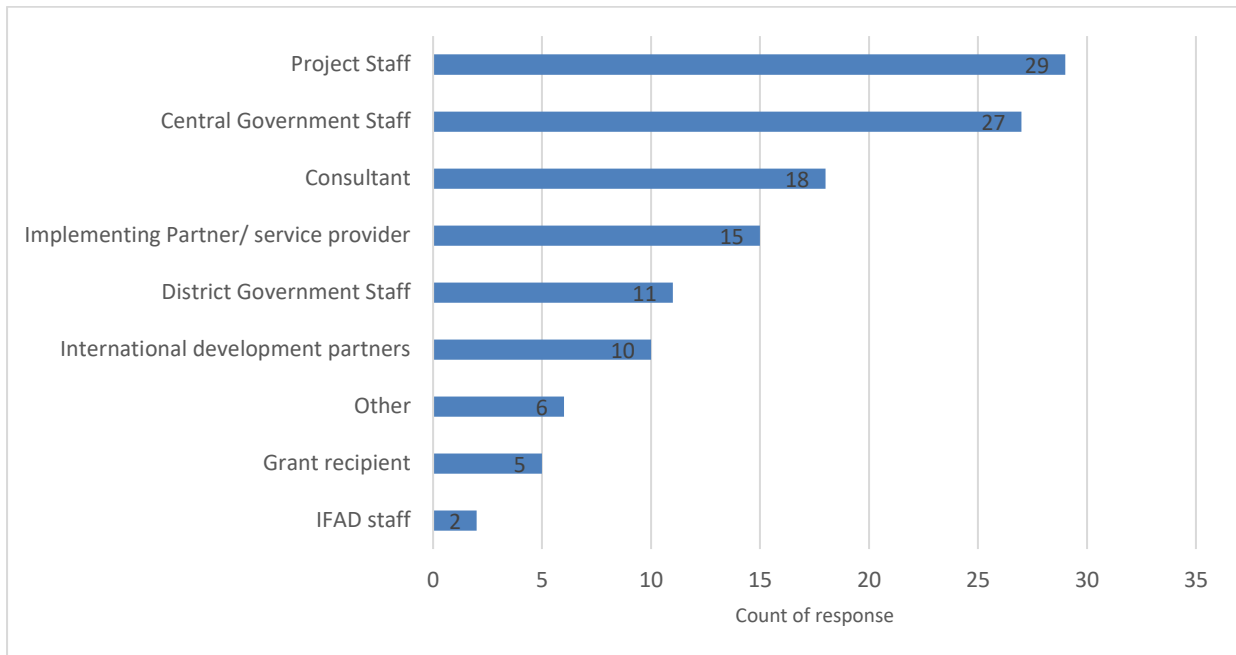
Figure 26.
Food insecurity from the IHS3 (2010/11) to the IHS5 (2019/20)



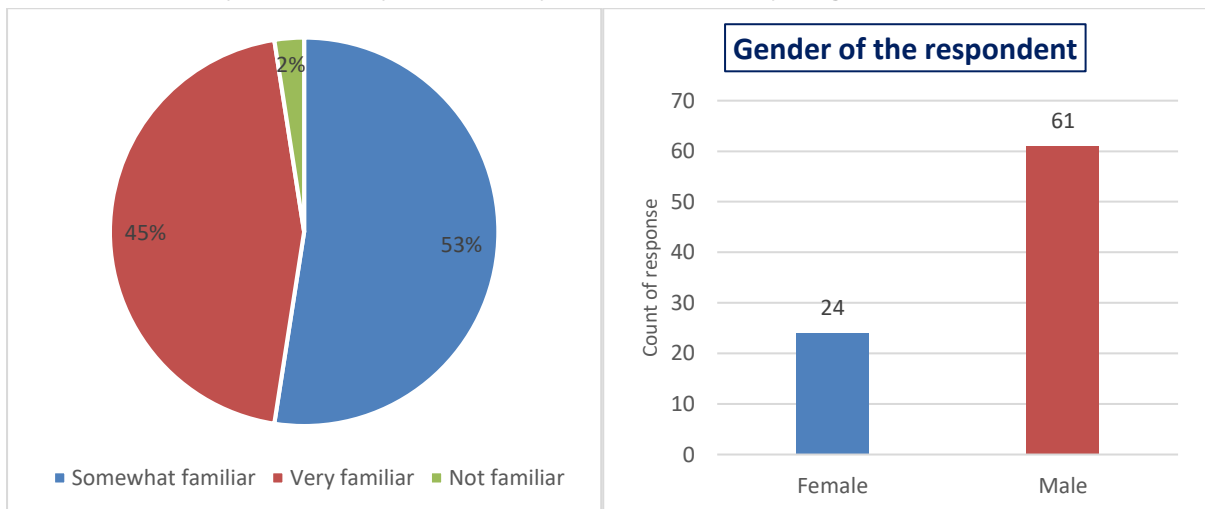
Source: IHS3, IHS5.

Key results of online stakeholder survey

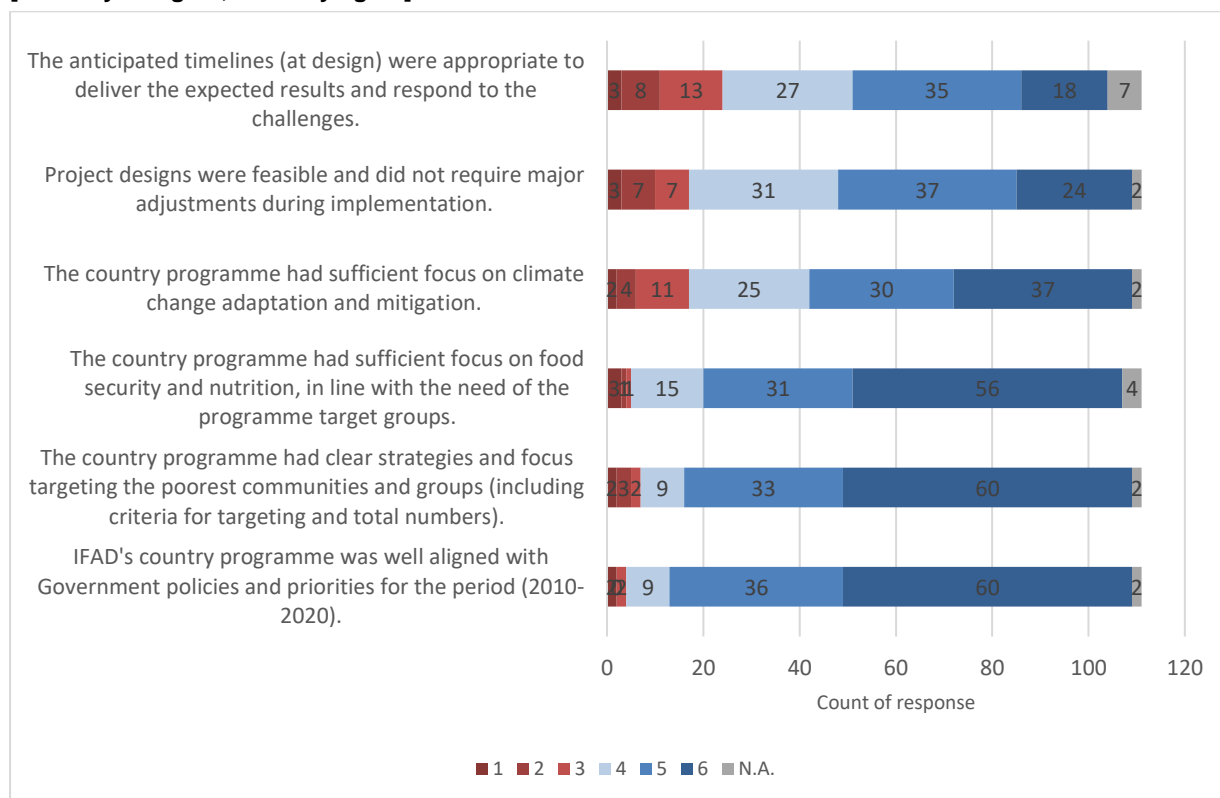
Q1. Which of the following best describes your work status?



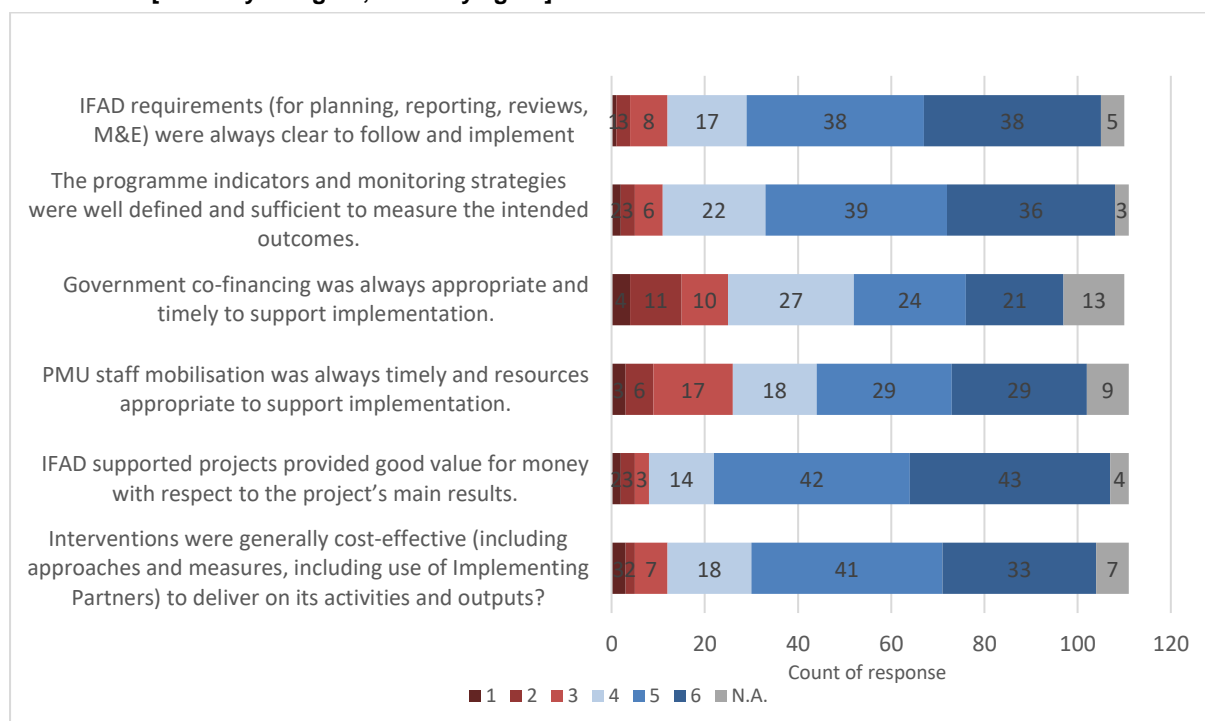
Q2-Q3. How would you describe your familiarity with IFAD's country programme?



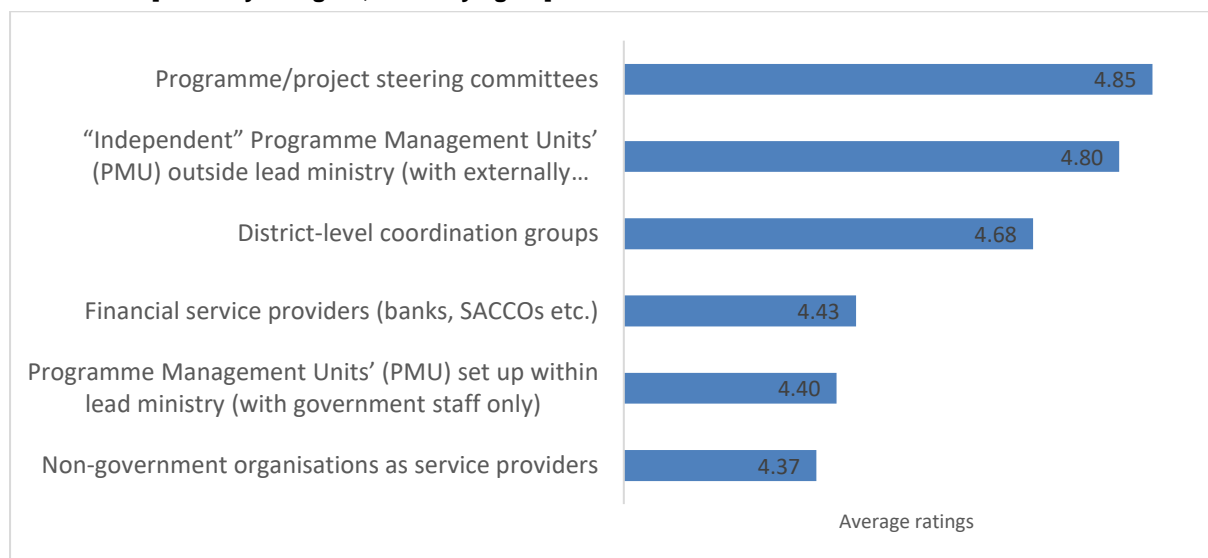
Q4. Programme design: Please indicate your agreement or disagreement with the following statements: [1=totally disagree, 6=totally agree]



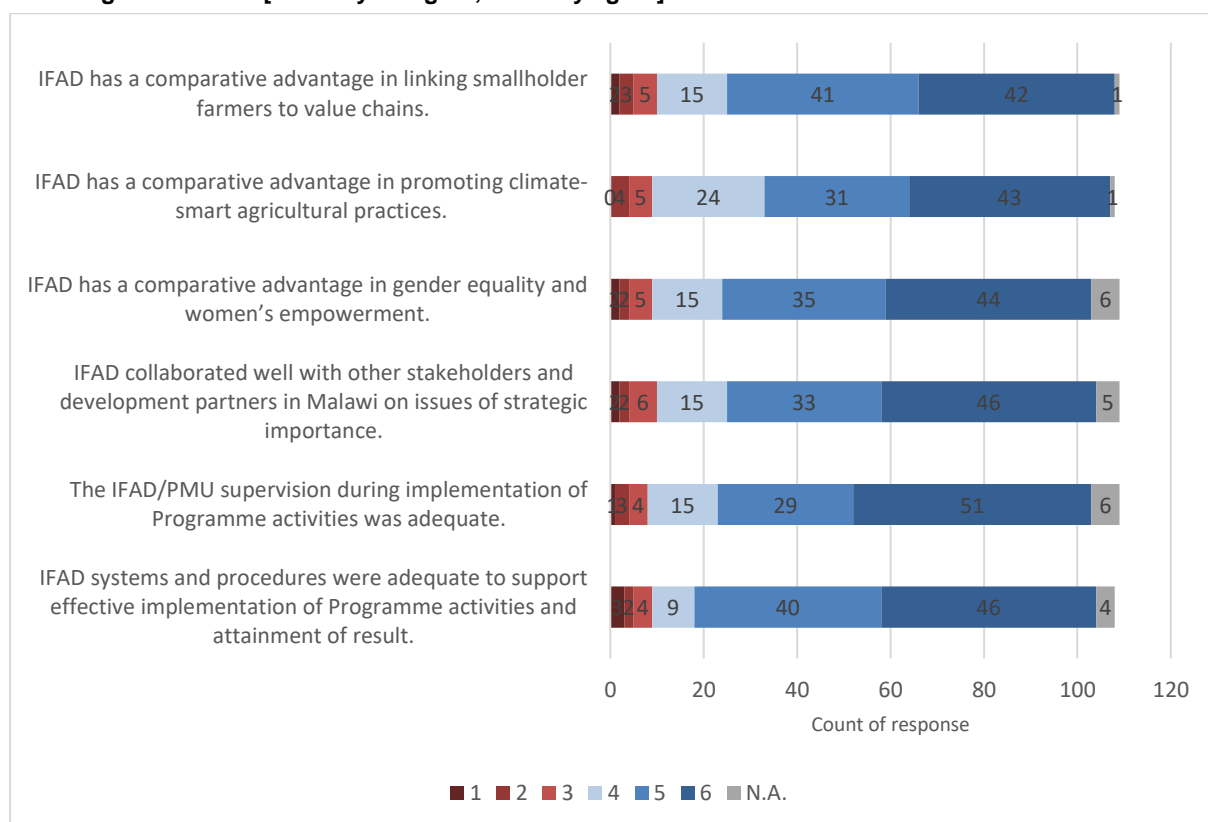
Q5. Programme efficiency: Please indicate your agreement or disagreement with the following statements: [1=totally disagree, 6=totally agree]



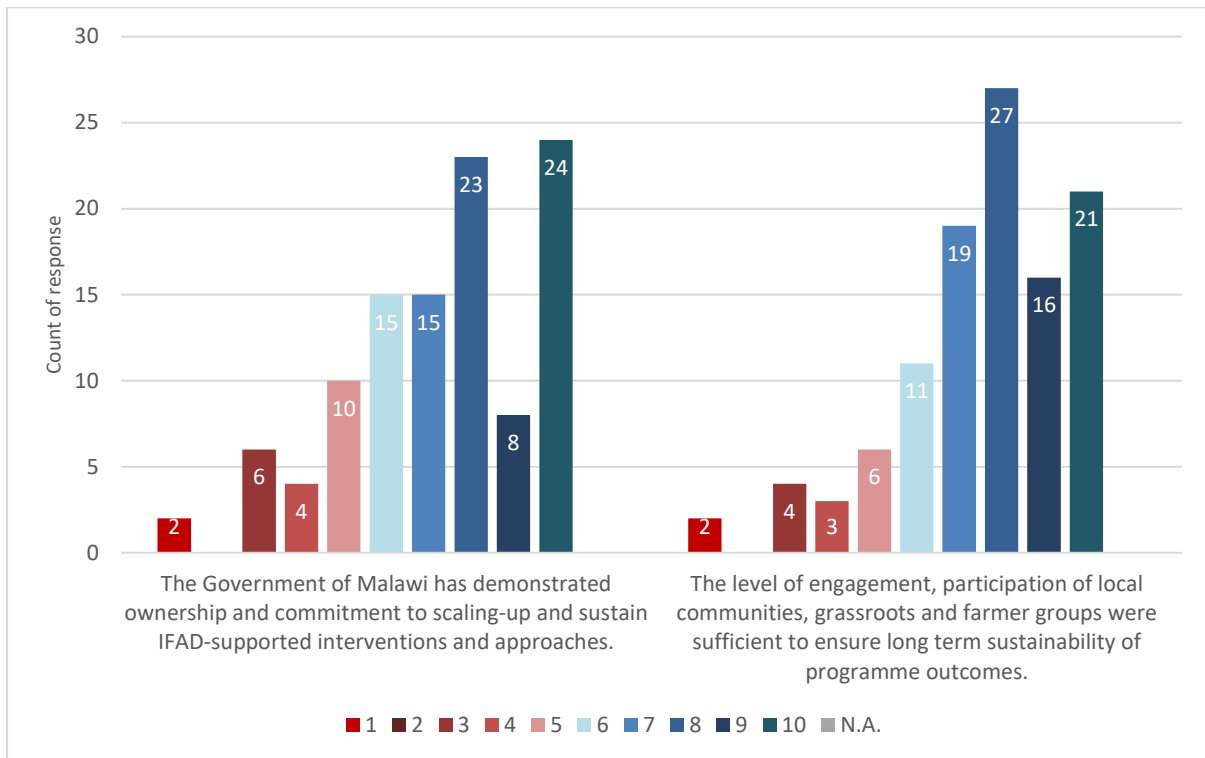
Q6. Institutional agreements: Please indicate your agreement or disagreement with the following statements: [1=totally disagree, 6=totally agree]



Q7. IFAD’s role and comparative advantage: Please indicate your agreement or disagreement with the following statements: [1=totally disagree, 6=totally agree]



Q8. Sustainability: Please indicate your agreement or disagreement with the following statements [Rank using a scale of 10: 1 to 10/N.A]



Qualitative responses from stakeholder survey

Q9. What IFAD should do less under the new country strategy (starting 2022)?	Q10. What should IFAD do more under the new strategy (starting2022)?
Should do less on software activities and do more on hard aware activities like implementation of small scale livestock production like pass on production. Should do more on value addition and not forgetting processing and utilization.	
The strategies and mode operations are adequate, however, there is a need to reduce on focusing on government structures alone in implementation. The synergy between government and NGOs provides balance.	IFAD should continue to support Ultra Poor Graduation work and should increase engagement of NGOs in country to implement the work alongside government structures
IFAD should focus less on supporting smallholder farmers and start to focus more of medium scale and progressive farmers	IFAD should focus on support to extension, research, livestock, fisheries sectors which have been completely neglected but are also the backbone of the agriculture sector
Less support to maize production related interventions.	Increase grant amount in its financing arrangements. Also do more on irrigation and even more on value addition, producing products that would be competitive within the regional and international arena. Involvement of marginalised groups especially people with disabilities.
Less investment in providing recurrent agriculture inputs	More investment in promoting transformation towards resilient and sustainability agriculture and food system
Too much investing for smallholder farmers	IFAD should support more smallholder farmer technology interventions, it should support more irrigation to enable Malawi move away from a rain-fed agriculture and support resilience building to enable farmers produce high value and highly nutritious crops even under prevailing drought conditions, it should support with mechanization services and private extension support and input delivery through incentive based mechanisms that increase the incomes and benefits for all along the value chain
IFAD through SAPP has supported household farmer for several years in provision of farm inputs. By now the farmers would have been supporting themselves without relying inputs from SAPP. In view of this IFAD should do less on farmer support.	Climate adaptation. Linking farmers to private sector to buy produce, financial literacy, encourage growing quality and quantity of produce demanded by the market. Allow adequate time in first 2 years to establish PMU and financial and M&E/KM systems and give support to building adequate capacity. Landownership and size of holdings are major challenges which need to be addressed to facilitate farmers moving from subsistence and food shortages to farming as a business. Partner with donors able to provide infrastructure like better rural roads to enable producers to get their goods to market.

Q9. What IFAD should do less under the new country strategy (starting 2022)?	Q10. What should IFAD do more under the new strategy (starting 2022)?
Provide less vehicles and funds for govt employees.	Do more on capacity building to reinforce more on mindset change. Infrastructure development should also be encourage in order to create an enabling environment for field officers so that they stay closer to farmers... Electrification and institutional houses maintenance. The current state is not motivating for field officers ...
	Focus on innovative ways and technologies to support farmers that are more easily scalable. Strengthening the enabling environment such as infrastructure developments to lower transport costs.
	Focus more on climate-smart interventions. We need interventions that bring impact to farmers. We need to focus on building resilience among farming communities. We need to focus on agroforestry and conservation agriculture.
	IFAD should encourage more peer-learning amongst country programs. Sharing of experiences between country program teams or amongst country program teams will ensure common problems are solved or avoided, quality achievement of milestones and efficient use of resources as mistakes will be minimized.
Less focus on building capacity in line ministries. Poor remuneration and high staff turnover tend to reduce impact of spending on capacity building in line ministries. Staff tend not to be motivated to take full ownership of funded projects and tend to still view these as "donor" funded.	Ensure that more of the resources get down to community level. Empower communities as capacity building at this level will tend to last longer and have more impact on rural development efforts by IFAD and other donors.
	Encourage participatory decision making; higher involvement in the government and stakeholders; and involving strong technical experts and environment; and creating environment where everyone can express their views freely...
	Incorporate SMEs at all levels of the value chain in the country strategy
	Invest more in development of productive value chains that benefits rural communities (more especially at marketing level). Another important area is afforestation programmes (the rate of deforestation is more than the investments in afforestation)
	Focus on skills development and seed capital for ultra poor households because of the long term impact and sustainability of interventions. Partnerships involving private sector contributions should be encouraged

Q9. What IFAD should do less under the new country strategy (starting 2022)?	Q10. What should IFAD do more under the new strategy (starting 2022)?
Over reliance on Project Steering Committees should be scaled down so that other project management levels are frequently engaged during implementation of projects	Continue working with Malawi Government but work more with the Private Sector and Civil Society (NGOs)
	Focus more on private sector/NGOs supporting communities/farmers on extension nutrition. Govt will not for many years have adequate funds to provide the necessary services to support farmers move to a business model away from subsistence and food shortages.
Reduce changes that come midway or towards the end of a work process. They delay the achievement of some key milestones. Example will be changes on what the office should do to procure services of a contractor and the changes that come when the process of procuring the services of a contractor is already kicked off.	Put more emphasis on building capacity of the different stakeholders; capacity has been and continues to be a big limiting factor in government and non-government institutions in Malawi. Against that background, there is a need for more focused implementation support during project implementation.
Avoid the top down decision making and CPM driven programme designing.	Coordinate with other donors and development partners actives in the same priority areas
Continuous changing of supervision team as continuity and consistency is affected	creating linkages between the different projects
Reduce monitoring teams - Too many reporting levels is cumbersome and sometimes confusing. Also consider provision of seed capital for non-deposit taking microfinance institutions.	Increase coordination and collaboration with other donors even consider join and parallel financing in line with sector strategy and plan e.g. join multidonor trust fund
Reduce the number of standardized M&E indicators in log-frames that have little connection to the individual programmes. Rather design indicators at the level of the programme and then define umbrella indicators at IFAD level to capture the data. A solution is thus further decentralization of M&E.	Intensify learning between Programmes/projects
Withhold money from programmes based on the new budget cuts affecting the institutions resulting in a loss of trust from both beneficiaries and country programmes. Clear and transparent communication about budget restraints on the side of the donor is necessary!	

Mission itinerary

CSPE in-country field mission

District	Projects/Partner/Stakeholder	Time	Interviewees
BALAKA 30 August – 2 September 2021	FARMSE – Oxfam	09.00 – 11.00	Project Staff
	FARMSE – Oxfam	13:00 – 16:30	5 Beneficiary Groups – Ultra Poor Graduation Program
	FARMSE – FINCA	09.00 – 11.00	Project Staff
	FARMSE – FINCA	13:00 – 16:30	2 Beneficiary Groups (bank groups)
	PRIDE	09:00 – 12:00	Project Staff and field visit – Talandira Seed Multiplication Farmers Group
	District Local Government	13:00 – 16:30	Government officials - Agriculture extension officers
	SAPP	09:00 – 12:00	Project Staff and field visit – 2 farmer groups
CHITIPA 31 August – 2 September 2021	SAPP	09.00 – 11.00	Project Staff
	SAPP	13:00 – 16:30	3 farmer groups
	District Local Government	09.00 – 11.00	Government officials - Agriculture extension officers
	SAPP	13:00 – 16:30	4 farmer groups
	FARMSE – NBS	09:00 – 15:00	Project Staff
LILONGWE 3 September – 6 September 2021	FARMSE - FINCOOP	09.00 – 11.00	Project Staff
	FARMSE - FINCOOP	13:00 – 16:30	Beneficiary groups – 5 VSLAs
	FARMSE – FDH bank	09.00 – 11.00	Project Staff
	FARMSE – FDH bank	13:00 – 16:30	4 FDH bank agents
NKHATA-BAY 3 September – 6 September 2021	FARMSE – MMPA	09:00 – 11:00	Project Staff and beneficiary groups – 2 VSLAs
	FARMSE – OIM	13:00 – 16:30	Project Staff and beneficiary group – 1 VSLA
	District Local Government	09:00 – 11:00	Government officials - Agriculture extension officers
	PRIDE	13:00 – 15:00	Project Staff and field visit
MZIMBA 7 September – 8 September 2021	FARMSE- SAVE THE CHILDREN	09.00 – 11.00	Project Staff
	FARMSE- SAVE THE CHILDREN	13:00 – 16:30	Beneficiary groups – Ultra Poor Graduation Program (1 cluster with 15 individual beneficiaries)
	District Local Government	09.00 – 11.00	Government officials - Agriculture extension officers
	FARMSE – Heifer International	13:00 – 16:30	Project Staff and beneficiary groups – 2 VSLAs
CHILADZULO 8 September – 11 September 2021	FARMSE – Heifer International	09:00 – 11:00	Project Staff
	FARMSE – Heifer International	13:00 – 16:30	Beneficiary Groups – 5 VSLAs
	FARMSE – CUMO	09:00 – 11:00	Project Staff
	FARMSE – CUMO	13:00 – 16:30	Beneficiary Groups - 4 VSLAs
	SAPP and PRIDE	09:00 – 11:00	Project Staff and field visit – Lirangwe Farmer Field School; Talandira Seed Multiplication Farmers Group
	FARMSE – NBS	13:00 – 16:00	Project Staff and 1 NBS bank agent
	NKHOTAKOTA 9 September – 11 September 2021	FARMSE - DAPP	13:00 – 16:30
SAPP	09:00 – 11:00	Project Staff	
SAPP	13:00 – 16:30	3 farmer groups	

Source: CSPE team.

Stories from the field – Gender Section

Women benefitting from improved productivity and nutrition. One of the groups in Chiradzulu interviewed by the CSPE team had a majority women at 73% and men at 27%, with a youth composition 33%. The group reported that each member had received 15kgs of CG9 groundnuts seed for multiplication totalling to 225kgs for all the 15 members. According to the interview, the group harvested a total of 1,438kgs of good quality seed and had an offtake agreement with Multi seed Company (MUSECO), at Malawi Kwacha 1,200 (\$1.500) per kg. Improved nutrition was reported in 64% of the targeted women headed households, and 36% of the non-women headed households.

Findings from 11 FARMSE groups (82% women) visited by the CSPE field team in three districts of Chiladzulu, Balaka and Lilongwe reported a number of assets procured by the members. Solar power was reported in two groups, house improvements in 7 groups and over 90 % of the members reporting livestock purchase in 10 groups, agricultural inputs in 8 groups and investment in small businesses in 10 groups, and payment of school fees in all the 11 groups. With increased food and income status children are kept in schools because parents can afford school fees and school related expenditures.

Decision making. One of the farmers in an FGD held in Nkhotakota put it this way: I was one person who controlled decision making over agriculture proceeds to the exclusion of my wife, I used to sell groundnuts to cheaply to vendors while still on the farm, behind my wife's back, but following the gender training I have stopped this practice. We now make decisions jointly with my wife" (FDG Thandwe cluster, Mwansambo EPA, TA Mwansambo, Nkhotakota).

Group modality confronting with cultural norms, who is the winner in Nkhotakota? The group modality (VLSAs/SACCOs/CBFOs) of inclusive rural finance successfully developed the leadership skills of women in groups. Therefore, women are moving into public spaces where their voices can influence the agenda setting in the community. Changes are also observed in gender relations at the household level. Blessings Kaipa, an older man in his 70's, underscored this by stating: "we see younger men getting busy with household chores, we wonder what has come over them. We suspect their wives have put juju (a spell) on them; our generation does not get involved in household chores, those are reserved for our wives that's why we are married" (FGD - Mthyoka Model Village – Mphonde EPA, Nkhotakota District). However, the custom of marriage is still patrilocal, and the district is predominantly a Muslim community, where religious norms limit women's freedoms. Women are preoccupied with gender roles that constrain their effective engagement in the program; men may still dominate decision making at the household level, such as the type of house to build. Cultural beliefs that men should control household income have caused women to be patronised in Nkhotakota. Even with VLSAs, sometimes, women default on loans due to loan misuses from their husbands.

Source: CSPE field visits.

Stories from the field – Rural Finance

Example of improved living conditions coexisting with the predicament under FARMSE. With the income generated from VSL groups and selling surplus agricultural produce, beneficiaries have improved their living conditions. Some have upgraded their houses with bricks, concrete and iron-roof; some have connected their houses to the national electricity grid (Mzimba North under FARMSE/Heifer International). However, the need for loans was continuously echoed in all groups visited. FARMSE project officers in Nkhotakota and Mzimba (North) mentioned that the project is linking VSL groups to formal financial institutions like NBS bank, but the rate at which the linking of the groups to formal institutions is very slow. Group members have an idea of how to come out of poverty, but packages of financial products are not well suited for poor smallholder farmers. Groups highlighted some problems, such as the slow process of getting loans, collateral conditions with small loans being tied to savings, high-interest rates. "In order for a group to qualify for a loan, that group needs to deposit half the amount of loan they are looking for. We managed to borrow K200,000 from NBS bank against savings of K100,000, but even this took too long to be given to us. From this, we bought rice and will only make a small profit of K20,000. We believe if we got a bigger loan of K1,000,000 to invest in the rice business and K3,000,000 to invest in goat farming, we can have better returns." (Mainja VSL Group, TA Mphonde in Nkhotakota district)

Youth inclusion: reforming from delinquency and becoming a responsible community member. "I used to drink irresponsibly, if I didn't have money I would pick anything of value from my parent's house and go sell it cheaply for that matter just so I can get money for drinking. I have now become responsible. I got K50,000 from the group as a loan and bought my first pig for

pork barbecue. I have never looked back. I have continued to run the pork business where I make money every day. I have now become a responsible member of the community” (Nobert Kanyenda, Tayambapo Youth VSL group; TA Jalavikuwa, Mzimba North – FARMSE supporting Heifer International)

Source: CSPE field visits.

Stories from the field – Climate Change Adaptation

A successful story of increased resilience to climate change. Smallholders have become resilient to climate change through improved uptake of climate-smart agriculture practices, such as mulching, manure making and application, making marker ridges and training farmers on the correct spacing when planting and pit planting. One of the farmers in an FGD exemplified the statement: *“My garden had such poor soils, and out of ignorance I used to burn the crop residues but that was in the past, I have since learnt through the project about soil and water conservation. Instead of burning crop residues, I use them for mulching my whole garden; I also make and apply manure with good spacing of ridges. With these efforts, I doubled my harvest from 22 bags of maize I used to get during my days of ignorance. I harvested 75 pails of groundnuts in addition.”* (Frackson Chibisa (male) FGD Thandwe Cluster, Ncholi Section, Mwansambo EPA TA Mwansambo Nkhotakota.)

Source: CSPE field visits.

List of key persons met

Government Republic of Malawi

Ministry of Agriculture, Irrigation, and Water Development

Erica Maganga, Principal Secretary for Agriculture
 Rodwell S. Mzonde, Director of Agricultural Planning Services
 Jeromy C. Nkhoma, Ministry Officer
 Godfrey Ching'oma, Director of Crop Development
 Geoffrey Mamba, Director of Irrigation
 Getrude Kambauwa, Director of Land Resources
 Friday Likwinji, Director of Finance
 Nelson Mataka, Head of National Agriculture Investment Plan
 Alexander Bulirani, Controller of Agricultural Services
 Gloria Bamusi, Deputy Director of Human Resources
 B. Chilemba, Deputy Director of Administration
 Wilkson Makumba, Director of Agricultural Research Services
 Aggrey Kamanga, Programme Manager
 Chimwemwe Bomba, Chief Agricultural Officer, District Agricultural
 Development Officer (DADO)
 Lloyd Nyirenda, Planning Officer
 Adreck Benati, Programme Manager
 Valens Mphezu, Agricultural Gender Roles Extension Systems Officer, Ministry
 Of Agriculture (Malawi)

Ministry of Local Government

Charles Makanga, Director of Chiefs
 Rose Kayange, Agri-gender Officer for Lilongwe
 Lovemore Kachala, Community Development Officer in the government office of
 District Community Development
 Fortunate Chiwona, Village Savings and Loans Desk Officer in the government
 office of District Community Development
 Haddy Mulenga, District Community Development Officer

Ministry of Finance

Richard Zimba, IFAD focal point at the Ministry
 Twaib Ali, Ministry Officer

Project staff Financial Access for Rural Markets, Smallholders and Enterprise Programme (FARMSE)

Dixon Ngwende, Project Coordinator
 Fletcher Chilumpha, Technical Advisor
 Golie Nyirenda, Communication and Knowledge Management Officer
 Kumbukani Rashid, Community Based Organisations Coordinator
 Manuel Mang'anya, Monitoring and Evaluation Specialist
 O'Brien Mandala, Ultra poor graduation coordinator
 Raphael Nkane, Grant Management Officer
 Samuel Elisa, Financial Controller
 Rodgers Mbekeani, Rural and Micro Finance Specialist
 Zamatchecha Mbekeani, Specialist, Project Team Lilongwe
 Grace Kabaghe, Specialist
 Macdonald Buleya, Project Facilitator in Traditional Authority Kalembo (Balaka
 district)
 Francis Kasawala, Project Facilitator in Traditional Authorities Phalula and
 Amidu (Balaka district)
 Duncan Jamali,

Project staff Programme for Rural Irrigation Development (PRIDE)

Munday S. Makoko, Project Coordinator
 Babbette Juwayeyi, Value Chain Assistant Specialist

Lauryn Nyasulu, Assistant Planning M&E specialist
 Tsilizani Mseu, planning M&E specialist
 Benjamin Kamanga, Regional Evaluation Expert
 Victor Kasuzweni, Regional Environmental Expert
 Isaac Muntali, Specialist
 Chipaso Nkhonjera, Gender and Targeting Specialist
 Gomani Limbani, Irrigation Engineer
 Hendricks Mlendo, Procurement Specialist
 Chaitali Mukherjee, GIS Expert
 Felix Malamula, Knowledge Management Officer
 Eric Chiwala, Accountant
 Pemphero Mchucu, Nutrition Specialist
 Mkondana Chimbalu, Financial Management Specialist
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 Julia Qoto, District Irrigation Officer and Desk Officer
 Edward Mjiku, Irrigation Engineer
 Keneth Msukwa, Agricultural Extension Development Committee
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 Lilongwe, Irrigation, Rural Livelihoods and Agricultural Development Project (IRLADP)
 Gloria Livata, WUA Specialist, PRIDE

Project staff Sustainable Agricultural Production Programme (SAPP)

Rex Baluwa, Project Coordinator
 Charles Chinkhuntha, Chief Economist Dept. Agricultural Planning Services
 Lawrent Pungulani, Chief Agronomist Dept. Agricultural Research
 Kondwani Makoko, Scientist (M&E) Dept. Agricultural Research
 Kefasi Kamoyo, Senior Land Resources Conservation Officer Dept. of Land Resources Conservation
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 Godfrey Liwewe, Senior Agribusiness Officer, Dept. of Agricultural, Extension Services
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 Glyn Chitete, District Desk Officer
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 Denis Zingeni, Chief Agriculture, Environment and Natural Resources Officer
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 Charles Nyirenda, Desk Officer
 Chimwemwe Hara, Land Resource Officer
 Philemon Nguluwe, Planning Officer
 Dorothy Luka, Extension Officer
 Innocent Milanzi, Livestock Officer

Serah Baluwa, Crops Officer
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 Heaves Kaunda, Agriculture Officer
 Paul Luwe, Agriculture Extension Officer, Dept. of Agricultural, Extension Services
 Benjamin Chipeta, Agriculture Officer
 Jollam Jester, Agriculture Officer
 Allan Kaloloksha, Agricultural Gender Roles Extension Support Services Officer
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 Cosmas Chikapa, Crops Officer
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 Steria Mangochi, Crops Officer
 Luke Zgambo Kamende, Agricultural Gender Roles Extension Support Services Officer

International and donor institutions

Food and Agriculture Organization of the United Nations (FAO), FAO Country Office Malawi

Mr George Phiri, Technical Coordinator
 Mr Kirichu Samuel, Monitoring and Evaluation

International Fund for Agricultural Development (IFAD), Programme Management Department (PMD), East and Southern Africa Division

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 Zainab Semgalawe Project Task Leader for TRADE, Lead Regional Technical Specialist, Institution

International Fund for Agricultural Development (IFAD), Strategy and Knowledge Department (SKD) Sustainable Production, Markets and Institutions Division (PMI)
 Sauli Hurri, Senior Regional Technical Specialist, Rural Finance, Markets and Value Chains (Nairobi)

World Food Programme (WFP), WFP Country Office Malawi

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 Nicole Carn, Head of Programme

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Agnes Chimbiri, UNDP Malawi Country Office
 Julie Vandassen, UNDP Malawi Country Office

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 Duncan Jamali, District Project Coordinator, Development Aid from People to People (DAPP)
 Richard Kadongola, Heifer International
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 Wedson Moyo, Project Officer, based at Chiladzulo Office, Heifer International
 Cecelia Mzuza, Project Extension officer, Heifer International
 Jan Duchoslav, Research Fellow and Acting Country Program Leader
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 Wezi Lungu, Programme Officer, Opportunity International
 Tennyson Magombo, Director and Expert on Climate Change Adaptation,
 Tingadalire Organic Food Products
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 International Cooperation Agency (JICA)
 Fredrick Munthali, Chief Research Officer, Engineering, Design, Industry and
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 Winfred Chanza, Head of Programmes, Trustees of Agricultural Promotion.
 Programme (TAPP)
 Evelyn Mkandawire, Project Coordinator, Eagles Relief and Development
 Program, Balaka Office
 Denzel Nsangwa, Project Coordinator, Save the children
 Emily Mkandawire, Field Coordinator, Save the children
 Onnis Kasambala, District Project Coordinator, Malawi Milk Producers
 Association (MMPA)

Private Sectors - Financial institutions/Microfinance institutions in Malawi

Sophie Sikwese, Project Manager, CUMO Microfinance
 Chisomo Kapusa, Business Area Supervisor, CUMO Microfinance Chiradzulu
 Rose Kapale, Financial Services Officer, based at Traditional Authority Nkalo,
 CUMO Microfinance Chiradzulu
 Daniel Makata Project Manager, FINCA Malawi
 Mada Kazembe, Project Officer, FINCA Head Office
 Zebedia Chirwa, Balaka FINCA Branch Manager
 Ruth Bema, Project Manager, NBS Bank
 Thumbiko Soko, Agent Support Officer, Agency Banking Section, NBS Bank
 Head Office
 John Kumwenda, Team Leader – Karonga / Chitipa, NBS Bank
 Humphreys Majoni, Sales Agent – Limbe NBS Bank Branch (Chiradzulu)
 Innocent Manda, Project Manager, FDH Bank
 Henry Mpase, Channels Manager, FDH Bank LILONGWE
 Ellen Chipendo, Account Relationship Officer – Digital, FDH Bank LILONGWE
 Madalitso Chamba, Fin. Literacy Program, Reserve Bank of Malawi
 Leroy Banda, Head of Projects and Cooperatives, Malawi Union of Savings
 Credit Cooperative (MUSCCO)
 Samson Mwalungira, Vision Fund
 Mc Millan Nankhonya, General Manager, Based at Head Office, FINCOOP
 Savings and Credit Cooperative Ltd.
 Batwell Kamenya, Member Services Officer, FINCOOP Savings and Credit
 Cooperative Ltd.

Beneficiary groups (Virtual group meetings)

Beneficiaries from the Sustainable Agricultural Production Programme (SAPP)

SAPP 01 Groundnut seed multiplication Farmers' group Nankhwanzi (6 attendees)

SAPP 02 Maize Farmers Group (6 attendees)

SAPP 03 CA Plot Farmers' group "Chilengedwe" (8 attendees)

Beneficiaries from the Financial Access for Rural Markets, Smallholders and Enterprise Programme (FARMSE)

FARMSE 01 Zomba district RTC/ Vision Fund (10 attendees)

FARMSE 02 Thyolo district District Community Development Office (DCDO) / FINCOOP (18 attendees)

FARMSE 03 Ntcheu district District Community Development Office / COMSIP (12 attendees)

FARMSE 04 Ntcheu district District Community Development Office (DCDO) / MUSCCO (10 attendees)

FARMSE 05 Kasungu district District Community Development Office (DCDO) / Concern Universal Microfinance Operations (CUMO) (17 attendees)

Beneficiaries from the Project staff Programme for Rural Irrigation Development (PRIDE)

District of Zomba (Mlooka and Mato irrigation schemes) (20 attendees)

District of Phalombe (Wowo irrigation scheme) (18 attendees)

District of Rumphi (Chipogya irrigation scheme) (23 attendees)

Beneficiary groups (Field visit)

Beneficiaries from the Financial Access for Rural Markets, Smallholders and Enterprise Programme (FARMSE)

Balaka district, Mwayiwathu Group (14 attendees)

Balaka district, Chisomo Group (11 attendees)

Balaka district, Tikondane Group (10 attendees)

Balaka district, Titukulane Group (10 attendees)

Balaka district, Itsimuke Group (12 attendees)

Balaka district, Unity Nkhalango Village Bank Group (8 attendees)

Balaka district, Tiyamike Mangelengele Village Bank Group (4 attendees)

Balaka district, FINCA Bank agents (5 attendees)

Lilongwe district, Tipindule Group (14 attendees)

Lilongwe district, Tiyanjane Group (12 attendees)

Lilongwe district, Thandizo Group (10 attendees)

Lilongwe district, Pemphero Group (11 attendees)

Lilongwe district, Ubale Group (10 attendees)

Lilongwe district, FDH Bank agents (5 attendees)

Chiradzulu district, Mafuno Group (14 attendees)

Chiradzulu district, Talandira Group (8 attendees)

Chiradzulu district, Mgwirizano 'A' Group (12 attendees)

Chiradzulu district, Tadala Group (10 attendees)

Chiradzulu district, Mwayiwathu Group (7 attendees)

Chiradzulu district, Tiyamike Group CIZ 399 (7 attendees)

Chiradzulu district, Tikondane Group CIZ 401 (9 attendees)

Chiradzulu district, Tipindule Group CIZ 402 (8 attendees)

Chiradzulu district, Tikondane Group CIZ 413 (7 attendees)

Chiradzulu district, NBS Bank agent, Makitosi Shoppings Bank Agency

Mzimba district, Tayambapo Youth VSL (15 attendees)

Mzimba district, Tiwonge Women VSL (All female group) (7 attendees)

Mzimba district, Mzimba South Save the Children individual cluster (15 attendees)

Chitipa district, NBS Bank agents (4 attendees)

Nkhotakota district, Mayinja VSL (20 attendees)

Nkhata Bay district, Tiyanjane 2 Group (12 attendees)

Nkhata Bay district, Tiyanjane Group (9 attendees)
Nkhata Bay district, Chilimbikiso Group and Khumbilachita Group (35 attendees)

Beneficiaries from the Project staff Programme for Rural Irrigation Development (PRIDE)

Chiradzulu district, Talandira Seed Multiplication Farmers Group (10 attendees)
Nkhata Bay district, Mandezo Catchment Area Group (12 attendees)

Beneficiaries from the Sustainable Agricultural Production Programme (SAPP)

Balaka district, Makikenzi Village Lead Farmers (16 attendees)
Balaka district, Kachere Club (11 attendees)
Chiradzulu district, Lirangwe Farmer Field School (9 attendees)
Chitipa district, Masangano Group (27 attendees)
Chitipa district, IFinda Group (13 attendees)
Chitipa district, Malengwe Group (30 attendees)
Chitipa district, Sekwa Group (11 attendees)
Nkhotakota district, Mthyoka Site (18 attendees)
Nkhotakota district, Matchipisa Site (9 attendees)
Nkhotakota district, Mkhonje Site (13 attendees)

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