



Investing in rural people

Independent Office  
of Evaluation



# Country Strategy and Programme Evaluation Kingdom of Morocco

113<sup>th</sup> Evaluation Committee  
Rome, 30 June 2021



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# Agenda

Introduction

Portfolio Strengths

Portfolio challenges

Non lending activities

Conclusion

Recommendations

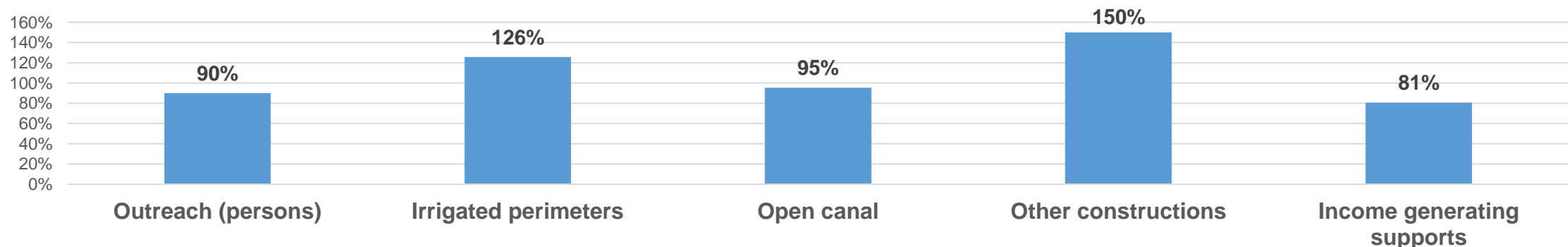
- **IFAD support in Morocco since 1979:** 15 projects approved for a total cost of USD1.7 billion;
- **Second CSPE** carried out by IOE; It covered the 2008 COSOP; Assessment included lending and non lending operations
- **Objective:** (i) assess the performance of the partnership between IFAD and the Government of Morocco to reduce rural poverty and (ii) to draw useful lessons for the future strategy and operations.

Period covered by the CSPE	2008-2020 (12 years)
Total no. of loan supported projects covered by the CSPE	10
Estimated total cost of the portofolio over the period	402.86 millions
IFAD financing over the evaluated period	219.1 millions
Government and beneficiary financing	169.7 millions

- Evaluation was carried out in 2020, in the **difficult context of the COVID-19** pandemic.
- **A mixed-methods approach** was applied to gather evidences, that lead to conclusions. Triangulation was essential to that extent.
- A virtual **final workshop** was organized on 04 February 2021 to complete the CSPE process.
- The context of interventions was overall favorable over the evaluated period, with the **Green Morocco Plan (2008-2020)**, the main strategic framework.
- IFAD's operations were under the **Pillar-2 on solidary support** for small the development of scale family farming in disadvantaged rural areas.

# Main evaluation findings – Portfolio strengths

- **Objectives** were well aligned with the pillar II on PMV, with the strategic orientations on the mountain zone and IFAD's global objectives.
- **Adequacy** of approaches, intervention areas and institutional arrangements.
- **Outreach** of 673,500 direct beneficiaries (29% women).
- **Successes** in terms of rural infrastructures and constructions; as well as in terms of actions for the better management of production resources.
- Promotion of **income-generating activities** were moderately satisfactory



# Main Evaluation findings – Portfolio strengths (2)

- **Improvement of agricultural productivity** in the intervention areas. E.g.: honey yield multiplied by five or six; olive and apple increased by 50% and 28%, respectively.
- Improvement of **households' assets**;
- Likelihood that improvements in household incomes occurred, but lack of evidence.
- The portfolio made a tangible contribution to a **gradual improvement in individual and collective capacities**
- **Management costs were well contained**, mostly below the projections at design.



# Main Evaluation findings – Portfolio strengths (3)

- Success of income generating activities **for women**
- **Support to youths** was effective in terms of access to income and entrepreneurship.
- Contribution **to enhance the sustainability** of (i) rangeland and sylvo-pastoralism areas; (ii) agro-ecosystems (improved soil and water conservation practices and the development of arboriculture).
- Effective contribution **to building the resilience** to climate change with agricultural infrastructures and constructions.
- **Mapping the vulnerability of farms** was successful in strengthening the adaptation to climate change.



# Main Evaluation findings – Portfolio challenges

- Insufficient **analyses of contextual constraints** at design stage (sometimes).
- Unsatisfactory results achieved for **access to inclusive rural financial services**.
- Insufficient **access of producers to reliable and profitable markets**.
- Relatively low proportion (29%) of beneficiaries that were women
- Magnitude of **youths' supported** was also low, in view of needs.
- Systematic **delays in implementing projects**, leading to their extensions.
- Poor **technical sustainability** of agricultural infrastructures and constructions.
- Weak **economic and institutional sustainability** of cooperatives supported.



# Main Evaluation findings – Non lending activities

## STRENGTHS

- Good examples of knowledge management actions found
- Centralized information system set up recently with IFAD support
- Actions to foster knowledge management took place
- Success of strategic partnership with at central and operational levels;
- Good results achieved with the South-South and Triangular Cooperation

## CHALLENGES

- Weak monitoring and evaluation (M&E) systems in the first projects;
- Non implementation of knowledge generation studies;
- Unsystematic documentation of lessons related to successes;
- Insufficient partnerships with technical and financial partners
- Non pro-activeness of IFAD engagement to influence policies;

# Conclusion – Performance of the country strategy

- Alignment of strategic and institutional objectives with the Government and IFAD strategies;
- Evolvement from an integrated territorial rural development approach toward a sustainable support along the value-chain components;
- Success at upstream of the value chains and in improving the management of natural resources, as well as the resilience to climate change.
- Missed opportunity to renew the COSOP in 2014, when it came at end;
- Mixed success obtained in terms of support at downstream of value chains;
- Main challenges related to the institutional and financial weakness of local organizations, and the weak technical sustainability of rural infrastructures.

1. Explicitly include the sustainability of production systems (natural resource management and resilience to climate change) in the next priorities;
2. Accentuate actions aiming at supporting women and youths, and ensure the effective scaling up of successful entrepreneurship initiatives ;
3. Proceed with the promotion of key commodities as part of the value chain approach, in parallel to territorial development initiatives;
4. Accentuate actions to promote human and social capital in rural areas and intensify the strengthening of grassroots organizations;
5. Develop and implement an operational knowledge management plan for the country program to enabling effective capitalization of lessons;
6. Strengthen support to the IFAD country team, to enhance the engagement in policy dialogue.

# Thank you

