

IOE



Investing in rural people

Independent Office of Evaluation



Evaluation  
Committee

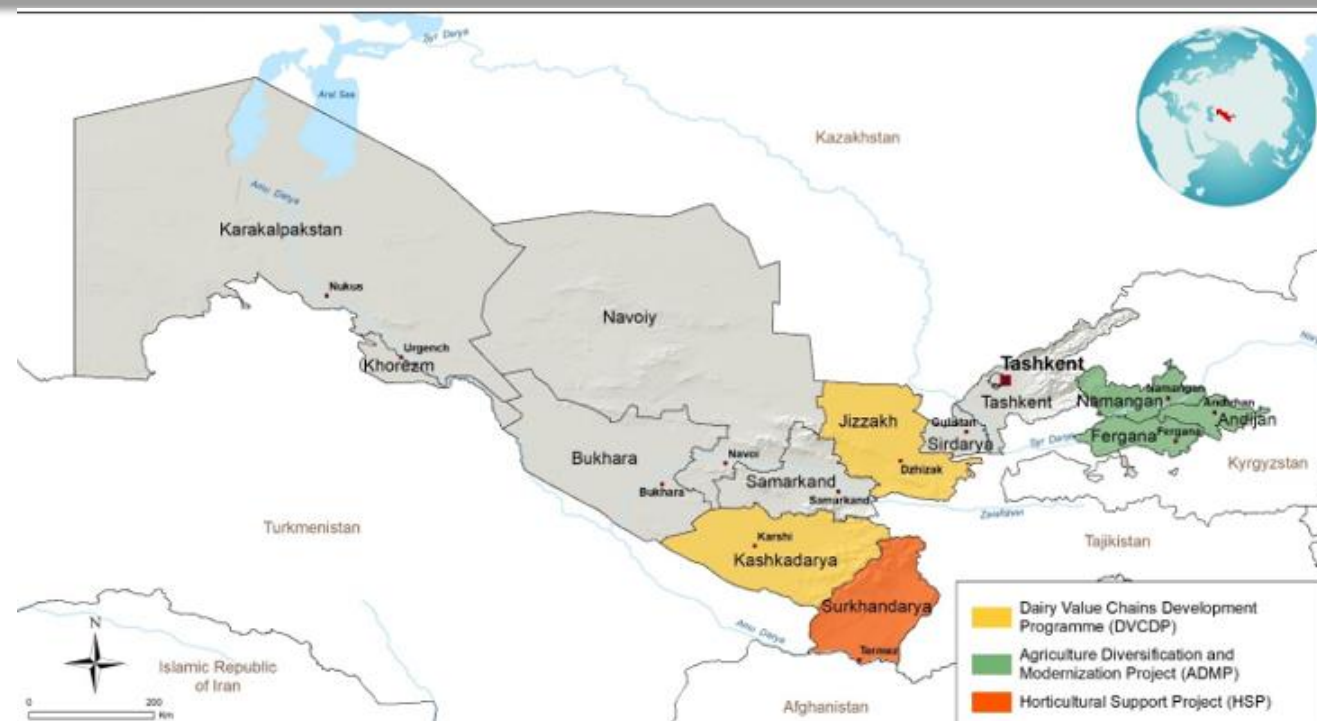
117<sup>th</sup> session]

## Country Strategy and Programme Evaluation - Republic of Uzbekistan

7 June 2022



- **Coverage:** 2011-2021
- **Lending portfolio 128 mil USD**  
HSP (2013-2019)  
DVCDP (2017-2022)  
ADMP (2019-2025)
- **COSOP:** 2017 – 2021
- **Non-lending activities:** knowledge management, partnership building, policy dialogue
- **Performance of partners:** IFAD and the Government
- **COVID-19 sensitive methodology:** remote interviews, field visits conducted by national experts, mixed-methods



# CSPE: Key findings



- **IFAD responded to important shifts in agriculture policies.**
- IFAD was the **first IFI to provide loan finance to horticulture value chain and direct support to** the most vulnerable group, **the dehkan farmers.**
- The focus at design on dehkans, women, and later youth, was innovative: **IFAD is covering a specific niche in Uzbekistan** which reflects its comparative advantage with smallholders.

- **Geographic targeting** has been fairly successful.
- Focus at design on **the pro-poor value chain approach**, combined with rural finance and capacity building, **was relevant**.
- **IFAD projects contributed to some extent to enhance access to rural finance service, capacity building and to an increase in production:**
  - ✓ HSP: Surkhandarya is now large horticulture production region.
  - ✓ DVCDP: some increase in milk production (& consumption).

- **Absence of an effective data collection and monitoring system**
- **Disconnect between the design documents and feasibility studies:**
  - Value chain focus translated into production focused operations. Attention to gender, M&E and knowledge management was lost
  - Disbursement and implementation delays
- **Effectiveness of the social targeting strategy was limited during implementation** and not tailored to the needs of the poorest.
  - Evidence suggests that the projects had challenges in reaching the poorest
- **Geographic and sectoral focus changed** from one project to the other



- **Weak internal coherence and strategic orientation** of the 2017 COSOP.
- Little effort in **knowledge management** to unlock learning, innovation and scaling-up.
- There is insufficient evidence of direct links to IFAD's **policy dialogue** efforts.
- The potential for **partnerships**, including with the private sector, remains untapped.
- **High turnover of staff** on IFAD and Government sides constrained continuity, partnerships and country-level policy dialogue.

1. The **targeting strategy was not tailored to the needs** of the different beneficiary groups.
2. **Shifting geographic and sector targeting** constrained the opportunity to consolidate results and build on experience.
3. The assessment of results was constrained by the **lack of a solid M&E system**.
4. IFAD's **weak programme support and limited interactions with in-country partners** during the review period, affected results and the potential of policy dialogue.



**Recommendation 1.** Effective targeting strategies should be at the core of the new strategy in order to reach the poorest including through pro-poor value chains.

**Recommendation 2.** IFAD and the Government of Uzbekistan should develop a COSOP that includes a coherent and viable action plan for non-lending activities and provide opportunities to engage with the private sector and consolidate results.

**Recommendation 3.** IFAD's country strategy should devote attention and resources to develop robust project level M&E systems.

**Recommendation 4.** Enhance country presence and programme support.